

**RETURN BIDS TO:
RETOURNER LES SOUMISSIONS À:**

**Bid Receiving - PWGSC / Réception des
soumissions - TPSGC**

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0A1/ Noyau 0A1

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL
DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

Comments - Commentaires

This document contains a security requirement

Ce document contient des exigences relatives à la sécurité

Vendor/Firm Name and Address

Raison sociale et adresse du

fournisseur/de l'entrepreneur

Issuing Office - Bureau de distribution

Linguistic Services Division / Division des services linguistiques

PSBID, PWGSC / DIASP,TPSGC

11 Laurier St. / 11, rue Laurier

10C1/Place du Portage, Phase III

Gatineau

Québec

K1A 0S5

Title - Sujet INTERCULTURAL LEARNING SERVICE	
Solicitation No. - N° de l'invitation 08349-110380/A	Date 2012-11-07
Client Reference No. - N° de référence du client 08349-110380	
GETS Reference No. - N° de référence de SEAG PW-\$\$ZF-504-25070	
File No. - N° de dossier 504zf.08349-110380	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2012-12-18	Time Zone Fuseau horaire Eastern Daylight Saving Time EDT
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Cardinal, France	Buyer Id - Id de l'acheteur 504zf
Telephone No. - N° de téléphone (819) 956-1778 ()	FAX No. - N° de FAX (819) 956-9235
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée See Herein	Delivery Offered - Livraison proposée
Vendor/Firm Name and Address Raison sociale et adresse du fournisseur/de l'entrepreneur	
Telephone No. - N° de téléphone Facsimile No. - N° de télécopieur	
Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)	
Signature	Date

Solicitation No. - N° de l'invitation

08349-110380/A

Amd. No. - N° de la modif.

File No. - N° du dossier

504zf08349-110380

Buyer ID - Id de l'acheteur

504zf

CCC No./N° CCC - FMS No/ N° VME

08349-110380

BID SOLICITATION

FOR

DEPARTMENT OF FOREIGN AFFAIRS AND INTERNATIONAL TRADE

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PART 1 - GENERAL INFORMATION

1. Introduction

The bid solicitation is divided into seven parts plus attachments and annexes, as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation ;
- Part 3 Bid Preparation Instructions: provides bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The Attachments include: the Service Volume 2011-2012, Pricing Schedule, Technical Criteria, and Certifications Precedent to Contract Award.

The Annexes include: the Statement of Work, Basis of Payment, Security Requirements Check List, Task Authorization Form, Resource Proposal, 48- Hour Report Form, and Course Evaluation Form

2. Summary

The Centre for Intercultural Learning (CFSC) of the Department of Foreign Affairs and International Trade Canada (DFAIT) intends to procure the services of one (1) supplier capable of providing to CFSC "as and when requested" support for its intercultural learning programs by providing the following services:

1. Learning Event Coordination & Administration;
2. Learning Event Delivery & Facilitation;
3. Provision of Country Resource Personnel & Subject Matter Experts supporting Learning Events;
4. Learning Event Design & Development;
5. Learning Product Design & Development:
- e-learning, web development, video, print & electronic documents; and
6. Research & Strategic Advisory Services related to Learning.

The required services are described in more details in Annex A - Statement of Work.

Services shall be provided for three years as of the contract award date, and the contract will include an option allowing it to be extended for one additional period of one year under the same terms and conditions.

Bidders should refer to the Attachment 1 of Part 1 - Service Volume - 2011-2012 which summarizes the

service volume for CFSC learning events for the twelve (12) month period from April 2011 through March 2012.

The inclusion of volumetric data in this document does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

There is a security requirement associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the "[Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders](http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31)" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the [Departmental Standard Procurement Documents](#) Web site.

Pursuant to section 01 of Standard Instructions 2003, Bidders must submit a complete list of names of all individuals who are currently directors of the Bidder. Furthermore, as determined by the Special Investigations Directorate, Departmental Oversight Branch, each individual named on the list may be requested to complete a Consent to a Criminal Record Verification form.

The requirement is subject to the provisions of the North American Free Trade Agreement (NAFTA), and the Agreement on Internal Trade (AIT).

3. Debriefings

After contract award, bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days of receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

ATTACHMENT 1 TO PART 1**Service Volume – 2011-2012**

This following data is provided for information purposes. Although it represents the best information currently available, Canada does not guarantee that the data is complete or free from error.

Table 1 and Table 2 summarize the volume of learning events delivered in Canada and internationally respectively from April 2011 through March 2012.

Table 1 – Learning Events Delivered in Canada – FY 2011-2012

Program Type	# of Programs	# of Participants	Average Participant per Event	Number of Programs by Duration (Days)				
				0.5	1.0	2.0	3.0-4.0	5.0
Behavioural Based Interview (BBI) Qualification Course	3	28	9				3	
Country Resource/ SME Session	31	80	3	27	4			
Debriefing - Professional	59	559	9		6	53		
Debriefing - Youth	5	40	8	1		4		
Intercultural Effectiveness Workshop	7	208	30	3	2	1	1	
Intercultural Effectiveness at Mission	2	114	57		1	1		
Locally Engaged Staff Training	7	139	20	6	1			
Mid-Term Orientation	2	34	17				2	
On Arrival Orientation	32	242	8	16	11		5	
On Arrival/ Pre-Return	1	14	14				1	
Pre Departure - Professional	135	1420	11	3	20	57	55	
Pre Departure - Youth	7	112	16		3	4		
Pre Posting	22	376	17	1	10	7		4
Pre-Deployment (Military Personnel)	67	2064	31	9	38	5		15
Pre-Return Orientation	5	69	14		2		3	
Professional Development in Intercultural Effectiveness	5	139	28	2	1	2		
Reintegration	6	72	12		2	2	2	
Results Based Management Course (RBM)	14	346	25				14	
Skills for Working in Development	16	198	12				1	15
TOTAL:	426	6254	15	68	101	136	87	34

Table 2 – Learning Events Delivered outside Canada – FY 2011-2012

Month	# of Events	# of Participants	Average Number of Pax per Event	Countries
April 2011				
May 2011	3	148	49	Bolivia, Colombia & US
June 2011	1	36	36	Egypt
July 2011	1	25	25	Jordan
August 2011	1	37	37	Mozambique
September 2011	1	75	75	US
October 2011	2	114	57	Bolivia & Colombia
November 2011	5	205	41	Peru, Trinidad/Tobago & Argentina
December 2011	1	24	24	Bolivia
January 2012	2	76	38	Zimbabwe & US
February 2012	3	110	37	Ukraine, Caribbean & Ethiopia
March 2012				
	20	850	43	

Table 3 summarizes learning events by location and language from April 2011 through March 2012.

Table 3 – Learning Events by Location and Language – FY 2011-2012

Province	Qty	Number of Programs by Language					TOTAL
		English	French	Eng/ Fr	Other	Spanish	
Alberta	Calgary	2					2
	Camrose	1					1
	Cochrane	1					1
	Edmonton	7					7
	Red Deer	1					1
	Wainwright	1					1
	British Columbia	Abbotsford	2				
Cranbrook		2					2
Duncan		1					1
Gibsons		1					1
Kelowna		1					1
Port Alberni		1					1
Powell River		1					1
Sooke		2					2
Vancouver		16					16
Victoria		1					1
International	International	10			3	7	20
Manitoba	Winnipeg	4	1				5
New Brunswick	Fredericton	3					3
	Gagetown	14					14
	Knowlesville	3					3
Newfoundland & Labrador	Saint John's	4					4
Nova Scotia	Antigonish	1					1
	Halifax	5					5
	Millbrook	1					1
	Tatamagouche	8					8
Ontario	Astra	1					1
	Dunrobin	1					1
	Eden Mills	5					5
	Gloucester	1					1
	Hamilton	1					1
	Kingston	31					31
	Kitchener	1					1
	Markham	1					1
	Mississauga	4	1				5
	Orangeville	5					5
	Ottawa	58	5	3	2	1	69
	Petawawa	7					7
	Peterborough	1					1
	Stratford	1					1
	Toronto	30					30
	Trenton	6					6
Westport	1					1	

PEI	Charlottetown	1					1
Quebec	Compton		3				3
	Gatineau	30	14	9			53
	Lac-Sergent		1				1
	Laval		5				5
	Montréal	10	52	2		3	67
	Notre Dame du L'Île	2	4				6
	Pierrefonds		1				1
	Québec		4	2			6
	Rawdon		1				1
	Saint Agustin		1				1
	Sainte Julie		1				1
	Saint Jérôme		1				1
	Sherbrooke		4				4
	Stoke		3				3
	Trois Rivières		1				1
	Val-d'Or		1				1
	Valcartier		1				1
Wakefield	3					3	
Saskatchewan	Prince Albert	1					1
	Regina	2					2
	Saskatoon	2					2
Yukon	Whitehorse	1					1
	TOTAL:	301	105	16	5	11	438

Table 4 summarizes the number of country resource personnel and subject matter experts that contributed to learning events from April 2011 through March 2012.

Table 4 – Country Resource Personnel & Subject Matter Experts – FY 2011-2012

Month	Country Resource Personnel Supporting Learning Events	Subject Matter Experts Supporting Learning Events	Total Resources Supporting Learning Events
April 2011	105	18	123
May 2011	124	15	139
June 2011	124	6	130
July 2011	72	8	80
August 2011	67	15	82
September 2011	84	10	94
October 2011	34	5	39
November 2011	42	10	52
December 2011	32	1	33
January 2012	56	58	114
February 2012	52	11	63
March 2012	62	16	78
	854	173	1027

Note that the same resource may have supported more than one learning event, so while the total number of resources is on the order of 1,000, this comprises approximately 250 unique individuals.

Summary

In the fiscal year 2011-2012, a total of 426 learning events were delivered in Canada and 20 learning events were delivered outside Canada. The average number of participants per event was 15.

The average number of traveling participants for whom travel arrangements need to be made for all learning events in Canada is 10%, primarily for CIDA-supported NGOs. Travel arrangements do not need to be made for participants of learning events outside Canada.

Historically, during typical months, the average number of learning events was about 30, although this number may vary by $\pm 10\%$ each month. During peak periods, as many as twelve (12) simultaneous learning events may be delivered concurrently, in Canada and abroad, some of which requiring multiple facilitators, thus requiring at least fifteen (15) facilitators.

Almost two thirds of learning events are delivered in English and almost one third are delivered in French. Four percent are delivered bilingually (English/French), although this number is trending upward. A few learning events are delivered in Spanish or English/Spanish, mostly abroad.

An average of 1,000 resources, comprising country resource personnel (75-80%) and subject matter experts (20-25%) are provided annually to augment learning event delivery, averaging about 80 resources per month ± 30 . This represents on the order of 250 unique individuals.

PART 2 - BIDDER INSTRUCTIONS

1. Standard Instructions, Clauses and Conditions

All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.

The 2003 (2012-07-11), Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

The text under Subsection 4 of Section 01 – Code of Conduct and Certifications - Bid of 2003 referenced above is replaced by:

Bidders should provide, with their bid or promptly thereafter, a complete list of names of all individuals who are currently directors of the Bidder. If such a list has not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to provide such a list within the required time frame will render the bid non-responsive. Bidders must always submit the list of directors before contract award.

Canada may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (Consent to a Criminal Record Verification form - PWGSC-TPSGC 229) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the bid being declared non-responsive.

The text under Subsection 5 of Section 01 – Code of Conduct and Certifications - Bid of 2003 referenced above is replaced by:

The Bidder must diligently maintain the list up-to-date by informing Canada in writing of any change occurring during the validity period of the bid, and must also provide Canada, when requested, with the corresponding Consent Forms. The Bidder will also be required to diligently maintain the list and when requested, provide Consent Forms during the period of any contract arising from this bid solicitation.

Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: sixty (60) days

Insert: One hundred and eighty (180) calendar days

2. Submission of Bids

Bids must be submitted only to Public Works and Government Services Canada (PWGSC) Bid Receiving Unit by the date, time and place indicated on page 1 of the bid solicitation. Bids transmitted to PWGSC by electronic mail will not be accepted.

Due to the nature of the bid solicitation, bids transmitted by facsimile to PWGSC will not be accepted.

3. Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than ten (10) calendar days before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

4. Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

Bidders may, at their discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of their bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of their choice. If no change is made, it acknowledges that the applicable laws specified are acceptable to the bidders.

5. Basis for Canada's Ownership of Intellectual Property

The Department of Foreign Affairs and International Trade has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, on the following grounds: where the Foreground consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.

PART 3 - BID PREPARATION INSTRUCTIONS

1. Bid Preparation Instructions

Canada requests that bidders provide their bid in separately bound sections as follows:

Section I: Technical Bid (5 hard copies)
Section II: Financial Bid (1 hard copy and 1 soft copy on CD-ROM) and
Section III: Certifications (1 hard copy).

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

Canada requests that bidders follow the format instructions described below in the preparation of their bid:

- (a) use 8.5 x 11 inch (216 mm x 279 mm) paper; and
- (b) use a numbering system that corresponds to the bid solicitation.

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders are encouraged to :

- 1) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing minimum 30% recycled content; and
- 2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Bid

In their technical bid, bidders should demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders should demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Part 4, Evaluation Procedures, contains additional instructions that bidders should consider when preparing their technical bid.

Section II: Financial Bid

1.1 Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Attachment 1 to Part 3 and the MsExcel Spreadsheet provided to that effect. The total amount of Goods and Services Tax (GST) or Harmonized Sales Tax (HST) must be shown separately, as applicable.

1.2 Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and GST or HST excluded.

1.3 When preparing their financial bid, bidders should review the basis of payment in Annex B and clause 1.2, Financial Evaluation, of Part 4.

1.4 Bidders should include the following information in their financial bid:

1. Their legal name;
2. Their Procurement Business Number (PBN); and
3. The name of the contact person (including this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to:
 - a. their bid; and
 - b. any contract that may result from their bid.

1.5 SACC Manual Clauses

C3011T (2010-01-11), Exchange Rate Fluctuation

Section III: Certifications

In Section III, Bidders should include the certifications required under Part 5.

ATTACHMENT 1 to PART 3 PRICING SCHEDULE

The Bidder must complete the attached pricing schedule using the MsExcel worksheet and include it in its financial bid. To obtain a copy of the Pricing Schedule in MsExcel format, a request must be submitted via email to the Contracting Authority at the following email address: france.cardinal@tpsgc-pwgsc.gc.ca

The inclusion of volumetric data in this document does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

When submitted by the Bidder to meet the conditions of any resulting contract, the rates and prices listed below, include the total estimate for all travel and living expenses that may need to be incurred for the following purposes:

- a. work described in Part 7, Resulting Contract Clauses, of the bid solicitation required to be performed within the National Capital Region (NCR), the Greater Toronto Area, the Greater Montreal Area, Kingston, and the Greater Vancouver Area or Halifax . The NCR is defined in the *National Capital Act*, R.S.C. 1985, c. N-4, S.2. *The National Capital Act* is available on the Justice Website: <http://laws.justice.gc.ca/eng/acts/N-4/> and a definition of the Greater Toronto Area, the Greater Montreal Area and the Greater Vancouver Area is provided in section 12.0 of Annex A and on the following website: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-gps/dznrmm-dznrma-eng.html> ;
- b. travel between the successful bidder's place of business and the NCR, the Greater Toronto Area, the Greater Montreal Area, Kingston, and the Greater Vancouver Area or Halifax; and
- c. the relocation of resources

These expenses cannot be listed directly or separately from the professional fees in any contract resulting from the bid solicitation.

1.0 Learning Event Coordination & Administration

The Bidder must quote firm all-inclusive **per diem** rates (\$CAN) for the provision of learning event coordination and administration services, as described in Section 3.1 of the Statement of Work. Learning event coordination and administration includes: liaising with CFSC personnel; scheduling events; reserving facilities; registering participants; making travel and accommodation arrangements for traveling participants and/or facilitators in accordance with Treasury Board Travel Directive (see section 10.2 of Annex "A-1" - Statement of Work) and any CFSC directives; sourcing and scheduling facilitators, country resource personnel and subject matter experts; preparing learning materials; arranging catering and hospitality; ensuring the setting up, testing, and dismantling audio visual equipment; providing post-event evaluation reports; and tracking and reimbursement of expenses incurred by event participants, facilitators, country resource personnel and subject matter experts.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of event coordination and administration services based on the all-inclusive per diem rates multiplied by the estimated volume of work listed in Table A1 below:

Table A1

Category	Initial Contract Period			Option Year	
	A ₁	B ₁	C ₁	D ₁	E ₁
Estimated Average Level of Effort per Year (days)					
Coordination and Administration	1080				
Document Production Specialists	240				
Sub-Total (Table A1):			Sub-Total 3A ₁ x B ₁	Per diem rate (\$) A ₁ x D ₁	Sub-Total C ₁ + E ₁

A work day is defined as 8 hours of work, exclusive of meal breaks. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the daily rate shall be prorated to reflect the actual time worked.

2.0 Learning Event Delivery & Facilitation

2.1 Learning Events Delivered in Canada

The Bidder must quote firm all-inclusive **per diem** rates (\$CAN) for the provision of learning event delivery and facilitation services, as described in Section 3.2 of the Statement of Work. Learning event delivery and facilitation includes: liaising with CFSC personnel; reviewing the learning needs assessment, learning event objectives and content prior to delivery; liaising with country resource personnel and subject matter experts; delivery of the event in keeping with CFSC standards; providing post-event evaluation reports; and following up with the CFSC Project Authority or his/her delegated representative. For example, consider a 2-day course for which the facilitator spends an additional two days preparing for delivery, one day travelling and one day reporting - the contractor would charge CFSC for two days at the all-inclusive per diem rate quoted, not six days.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of learning event delivery and facilitation services based on the all-inclusive per diem rates multiplied by the estimated volume of work listed in Table A2.1 below:

Table A2.1

A _{2.1} Event Duration	B _{2.1} Estimated	Initial Contract Period		Option Year	
		C _{2.1} Per diem	D _{2.1} Sub-Total	E _{2.1} Per diem	F _{2.1} Sub-Total
					D _{2.1} + F _{2.1} Sub-Total

		Average Number of Events per Year	rate (\$)	$A_{2,1} \times 3B_{2,1} \times C_{2,1}$	rate (\$)	$A_{2,1} \times B_{2,1} \times E_{2,1}$
NCR (travel costs included)	0.5 day	10				
	1 day	17				
	2 days	33				
	3 - >3 days (avg. 5)	15				
Greater Toronto Area, Greater Montreal Area & Kingston (travel costs included)	0.5 day	13				
	1 day	35				
	2 days	35				
	3 - >3 days (avg. 5)	15				
Greater Vancouver Area (travel costs included)	0.5 day	2				
	1 day	2				
	2 days	4				
	3 - >3 days (avg. 5)	2				
Halifax (travel costs included)	0.5 day	1				
	1 day	3				
	2 days	4				
	3 - >3 days (avg. 5)	2				
Other locations within Canada (travel costs excluded)	0.5 day	12				
	1 day	21				
	2 days	40				
	3 - >3 days (avg. 5)	20				
Sub-Total – Table A2.1:						

For Learning Event Delivery and Facilitation, a work day is defined as the time required for the full extent of event delivery as described in section 3.2 of the Statement of Work. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave.

CFSC will not pay separate travel and living costs for facilitators for standardized intercultural learning events within the NCR, the Greater Toronto Area, the Greater Montreal Area, Kingston, the Greater Vancouver Area or Halifax. Any associated costs must be included in the respective all-inclusive per diem rates. CFSC will pay travel and living costs for facilitators for events further than the locations listed above. When so authorized, the Contractor will be reimbursed for travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the Treasury Board Travel Directive (see section 10.2 of Annex "A" - Statement of Work) and any CFSC directives. CFSC will reserve the right to select the most suitable and skilled resource to deliver the course objectives (for example, if a Results-Based Management course takes place in Vancouver and the Vancouver-based resource does not have the required skill set, CFSC will pay the Vancouver rate and no travel costs).

2.2 Specialized Learning Events and Process Facilitation Events Delivered within Canada and Internationally

The Bidder must quote per diem rates (\$CAN) for the provision of International and/or Specialized learning event delivery (i.e. customized courses with specialized subject matter expertise in international diplomacy and trade) and facilitation services, as described in Section 3.2 of the Statement of Work. International and/or Specialized learning event delivery and facilitation includes: liaising with CFSC personnel; reviewing and/or contributing to the learning needs assessment, learning event objectives and content prior to delivery; delivery of the event in keeping with CFSC standards; providing post-event evaluation reports; and following up with the CFSC Project Authority or his/her delegated representative. Please note that this is a per diem rate and not an all-inclusive delivery as described in 2.1.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of international and/or specialized learning event delivery and facilitation services based on the per diem rates and the estimated volume of work listed in Table A2.2 below:

Table A2.2

	Initial Contract Period		Option Year	
	C _{2.2}	D _{2.2}	E _{2.2}	F _{2.2}
A _{2.2} Average Level of Effort per Event per facilitator	Per diem rate (\$)	Sub-Total A _{2.2} x 3B _{2.2} x C _{2.2}	Per diem rate (\$)	Sub-Total A _{2.2} x B _{2.2} x E _{2.2}
	Estimated Average Number of Events per Year			D _{2.2} + F _{2.2} Sub-Total
Specialized Events (locations in Canada and international) (travel costs excluded)	20 days	35		

Sub-Total – Table A2.2:

For Specialized Learning Event Delivery and Facilitation, a work day is defined as the time required for the full extent of event delivery as described in section 3.2 of the Statement of Work. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave.

CFSC will pay travel and living costs for facilitators for international events and for highly customized courses within Canada. When so authorized, the Contractor will be reimbursed for travel and living expenses, reasonably and properly incurred in the performance of the Work, at cost, without any allowance for overhead or profit, in accordance with the Treasury Board Travel Directive (see section 10.2 of Annex "A" - Statement of Work) and any CFSC directives. CFSC will reserve the right to select the most suitable and skilled resource to deliver the course objectives.

3.0 Provision of Country Resource Personnel & Subject Matter Experts to support Learning Events

3.1 Country Resource Personnel

The Bidder must quote firm all-inclusive **per diem** rates (\$CAN) for the provision of country resource personnel to support learning events, as described in Section 3.3 of the Statement of Work. Learning event delivery and facilitation is often augmented by country resource personnel.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of country resource personnel to support learning events based on the all-inclusive per diem rates and the estimated volume of work listed in Table A3.1 below:

Table A3.1

Resource Type	A _{3.1} In-Classroom Duration	B _{3.1} Estimated Average Number of CRPs per Year	Initial Contract Period		Option Year	
			C _{3.1} Per diem rate (\$)	D _{3.1} Sub-Total A _{3.1} x 3B _{3.1} x C _{3.1}	E _{3.1} Per diem rate (\$)	F _{3.1} Sub-Total A _{3.1} x B _{3.1} x E _{3.1}
Country Resource Personnel (CRP)	0.5 day	410				
	1 day	155				
Sub-Total – Table A3.1:						D _{3.1} + F _{3.1} Sub-Total

A work day is defined as 8 hours of work, exclusive of meal breaks. Payment shall be made for days actually worked, with no provision for annual leave,

statutory holidays and sick leave. If time worked is more or less than a day, the daily rate shall be prorated to reflect the actual time worked.

3.2 Subject Matter Experts

The Bidder must quote firm all-inclusive percentage **mark-up** (%) that will be applied to the per diem rates of subject matter experts provided to support learning events, as described in Section 3.3 of the Statement of Work. Learning event delivery and facilitation is often augmented by subject matter experts with expertise in specific geographic regions and/or professional sectors such as international development, diplomacy, defence and international trade.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of subject matter experts to support learning events based on the all-inclusive percentage mark-up and the estimated volume of work listed in Table A3.2 below:

Table A3.2

Resource Type	Initial Contract Period		Option Year				
	A _{3.2}	B _{3.2}	C _{3.2}	D _{3.2}	E _{3.2}	F _{3.2}	D _{3.2} + F _{3.2}
Estimated Average Number of SME Days LoE per Year	150	Estimated Average SME Per Diem Rate	Mark up (%)	Sub-Total $3A_{3.2} \times B_{3.2} + C_{3.2}$	Mark up (%)	Sub-Total $A_{3.2} \times B_{3.2} + E_{3.2}$	Sub-Total
Subject Matter Experts	150	\$916					
Sub-Total – Table A3.2:							

4.0 Learning Event Design & Development

The Bidder must quote firm all-inclusive **per diem** rates (\$CAN) for the provision of learning event design and development services, as described in Section 3.4 of the Statement of Work. Learning event design and development involves: liaising with CFSC personnel; conducting needs analyses; designing learning events based on the needs analysis and the advice and feedback of the CFSC Project Authority or his/her delegated representatives; developing learning events based on the preliminary design and the advice and feedback of the CFSC Project Authority or his/her delegated representatives; updating and/or adapting existing instructional design materials; and adhering to CFSC's instructional design methodology, quality standards, service evaluation and quality control requirements.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of learning event design and development services based on the all-inclusive per diem rates and the estimated volume of work listed in Table A4 below:

Table A4

A ₄	Initial Contract Period		Option Year		
	B ₄	C ₄	D ₄	E ₄	
Estimated Average Level of Effort per Year (days)	Per diem rate (\$)	Sub-Total 3A ₄ x B ₄	Per diem rate (\$)	Sub-Total A ₄ x D ₄	C ₄ + E ₄ Sub-Total Table A ₄
70					
Sub-Total – Table A4:					

A work day is defined as 8 hours of work, exclusive of meal breaks. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the daily rate shall be prorated to reflect the actual time worked.

5.0 Learning Product Design and Development Services

The Bidder must quote firm all-inclusive **per diem** rates (\$CAN) by resource category for the provision of learning product design and development services, as described in Section 3.5 of the Statement of Work. Learning product design and development includes the design, development and maintenance of: e-learning and m-learning products; websites, micro-sites, electronic magazines and/or newsletters; videos; and print and electronic documents.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of learning product design and development services based on the all-inclusive per diem rates and the estimated volume of work listed in Table A5 below:

Table A5

Category	A ₅ Estimated Average Days of Effort per Year	Initial Contract Period		Option Year		
		B ₅ Per diem rate (\$)	C ₅ Sub-Total 3A ₅ x B ₅	D ₅ Per diem rate (\$)	E ₅ Sub-Total A ₅ x D ₅	C ₅ + E ₅ Sub-Total
Learning Product Manager	160					
Instructional Designer – eLearning	100					
Writer	130					
Text Editor	40					

Graphic Designer	280				
Web Designer/ Developer	110				
Interactive Multimedia Designer and Developer	110				
Database Developer/ Administrator	165				
Videographer	20				
Video Editor	20				
Sub-Total Table A5:					

A work day is defined as 8 hours of work, exclusive of meal breaks. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the daily rate shall be prorated to reflect the actual time worked.

6.0 Research and Strategic Advisory Services related to Learning

The Bidder must quote firm all-inclusive **per diem** rates (\$CAN) for the provision of research and strategic advisory resources, as described in Section 3.6 of the Statement of Work. Research and advisory services related to learning involves: liaising with CFSC personnel; performing high-level needs analyses and providing strategic advice and solutions related to all aspects of intercultural learning; and research of best practices and new approaches and technologies for learning.

For the purposes of evaluation, the Bidder must estimate the total cost for the provision of research and advisory services related to learning based on the all-inclusive per diem rates and the estimated volume of work listed in Table A6 below:

Table A6

Resource Level	Initial Contract Period			Option Year	
	A ₆ Estimated Average Level of Effort per Year (days)	B ₆ Per diem rate (\$)	C ₆ Sub-Total 3A ₆ x B ₆	D ₆ Per diem rate (\$)	E ₆ Sub-Total A ₆ x D ₆
senior	40				C ₆ + E ₆ Sub-Total

intermediate	25			
support	20			
Sub-Total Table A6:				

A work day is defined as 8 hours of work, exclusive of meal breaks. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the daily rate shall be prorated to reflect the actual time worked.

7.0 Related Services and Resources

The Bidder may be requested on occasion to provide on an as required and as needed basis other resources and services to support learning activities, including securing classrooms. Specifications for these resources are generally defined in the Statement of Work and will be further refined by the Contractor and outlined in a Task Authorization Form.

Table A7

A ₇	Initial Contract Period		Option Year	
	B ₇	C ₇	D ₇	E ₇
Estimated Number of Required Classrooms	Monthly rate per classroom (\$)	Sub-Total 3A ₇ x 12 x B ₇	Monthly rate per classroom (\$)	Sub-Total A ₇ x 12 x D ₇
15				
Sub-Total – Table A7:				
				C ₇ + E ₇ Sub-Total Table A ₇

8.0 CALCULATION OF TOTAL PRICE

For evaluation purposes, the total bid price will be calculated using Table A8 below as follows:

Table A8

Category	Table	Sub-Totals
1.0 Learning Event Coordination & Administration	Table A1	

Solicitation No. – N° de l'invitation
08349-110380/A

Amd. No. – N° de la modif.

Buyer ID – Id de l'acheteur
504zf

Client Ref No. – N° de réf. du client
08349-110380

File No. – N° du dossier
504zf08349-110380

CCC No./ N° CCC – FMS No./ N° VME

2.0	Learning Event Delivery & Facilitation		
2.1	Learning Event Delivery & Facilitation Locations in Canada	Table A2.1	
2.2	Learning Event Delivery & Facilitation in International Locations	Table A2.2	
3.0	Provision of Country Resource Personnel & Subject Matter Experts		
3.1	Provision of Country Resource Personnel	Table A3.1	
3.2	Provision of Subject Matter Experts	Table A3.2	
4.0	Learning Event Design & Development	Table A4	
5.0	Learning Product Design & Development	Table A5	
6.0	Research & Strategic Advisory Services related to Learning	Table A6	
7.0	Related Services and Resources	Table A7	
Total Bid Price (Table A8):			

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

1. Evaluation Procedures

- (a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

1.1 Technical Evaluation

1.1.1 Mandatory Technical Criteria

Refer to Attachment 1 to Part 4.

1.1.2 Point Rated Technical Criteria

Refer to Attachment 1 to Part 4. Point-rated technical criteria not addressed will be given a score of zero.

1.2 Financial Evaluation

1.2.1 The volumetric data included in the pricing schedule detailed in Attachment 1 to Part 3 are provided for bid evaluated price determination purposes only. They are not to be considered as a contract guarantee.

1.2.2 For bid evaluation and contractor(s) selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3 and the MsExcel spreadsheet provided.

2. Basis of Selection

2.1 Basis of Selection - Lowest Evaluated Price per Point

2.1.1 To be declared responsive, a bid must:

- (a) Comply with all the requirements of the bid solicitation;
- (b) Meet all the mandatory evaluation criteria; and
- (c) Obtain the required minimum number of points specified in Attachment 1 to Part 4 for the point rated technical criteria.

2.1.2 Bids not meeting (a) or (b) or (c) will be declared non-responsive. Neither the responsive bid obtaining the highest number of points nor the one with the lowest evaluated price will necessarily be accepted.

2.1.3 The evaluated price per point of a responsive bid will be determined by dividing its evaluated price by the overall score it obtained for all the point rated technical criteria detailed in Attachment 1 to Part 4.

2.1.4 The responsive bid with the lowest evaluated price per point will be recommended for award of a contract. In the event two or more responsive bids have the same lowest evaluated price per point, the

Solicitation No. – N° de l'invitation
08349-110380/A

Amd. No. – N° de la modif.

Buyer ID – Id de l'acheteur
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08349-110380

File No. – N° du dossier
504zf08349-110380

CCC No./ N° CCC – FMS No./ N° VME

responsive bid that obtained the highest overall score for all the point rated technical criteria detailed in Attachment 1 to Part 4 will be recommended for award of a contract.

ATTACHMENT 1 to PART 4 TECHNICAL CRITERIA

To satisfy the requirements described herein, the experience of the Bidder must be related to work for which the Bidder itself was under contract or arrangement with another organization.

In the case of a joint venture, the combined experience of the parties forming the joint venture will be considered in the evaluation of the experience of the Bidder.

Listing experience without providing any substantiating information to describe where and how such experience was obtained will result in the experience not being considered for evaluation purposes.

Cited experience, including example projects, must clearly demonstrate the Bidder's expertise in the provision of services described in the Statement of Work indicated in Annex A. The relevance of experience will be assessed against the elements described in the Statement of Work.

For the purpose of evaluation, the period of the experience will be calculated from the closing date of this Solicitation.

MANDATORY TECHNICAL CRITERIA

SUMMARY

The following table (Table B1) summarizes the mandatory requirements (M).

Table B1

Criteria	
M1	Experience of the Bidder
M1.1	Learning Event Coordination & Administration
M1.1a	5+ years learning event coordination & administration experience
M1.1b	Coordinated & administered 250+ events involving 5000+ participants in 12 month period
M1.1c	One (1) example project - learning event coordination & administration
M1.2	Learning Event Delivery & Facilitation
M1.2a	5+ years learning event delivery & facilitation experience
M1.2b	Delivered/facilitated 250+ learning events involving 5000+ participants in 12 month period
M1.2c	One (1) example project - learning event delivery & facilitation
M1.3	Provision of Country Resource Personnel & Subject Matter Experts
M1.3a	5+ learning programs for which CRPs and/or SMEs were sourced and managed
M1.3b	Provided 400+ CRPs and/or SMEs in support of 100+ learning events in 12 month period
M1.3c	One (1) example project – sourcing & managing CRPs and/or SMEs in support of learning
M1.4	Learning Event Design & Development
M1.4a	5+ learning events designed & developed

M1.4b	One (1) example project - learning event design & development
M1.5	e-Learning Product Design & Development
M1.5a	5+ e-learning products designed & developed
M1.5b	One (1) example project - e-learning product designed & developed
M.6	Web Product Design & Development
M1.6a	5+ learning-related web products designed & developed
M1.6b	One (1) example project - learning-related web product designed & developed
M1.7	Video Production
M1.7a	5+ videos supporting learning produced
M1.7b	One (1) example project - video supporting learning produced
M1.8	Print Product Design & Development Experience
M1.8	One (1) example project - participants manual designed & developed
M1.9	Research & Strategic Advisory Services related to Learning Experience
M1.9a	5+ research & strategic advisory projects related to learning
M1.9b	One (1) example project - research & strategic advisory services related to learning
M2	Approach & Methodology
M2.1	Governance Structure & Client Relationship Management
M2.2	Cost Mitigation
M2.3	Quality Assurance <ul style="list-style-type: none"> a. learning event coordination & administration, b. learning event delivery & facilitation, c. learning event design & development, d. learning product design & development, and e. provision of country resource personnel & subject matter experts.
M2.4	Provision of Country Resource Personnel & Subject Matter Experts
M2.5	Transition Strategy
M3	UNDERSTANDING OF THE REQUIREMENT
M3.1	Risks/Issues & Response Strategy <ul style="list-style-type: none"> a. learning event coordination & administration, b. learning event delivery & facilitation, c. learning event design & development, d. learning product design & development, and e. provision of country resource personnel & subject matter experts.
M4	Bidder's Resources
M4.1	Client Relations Management
M4.1	(1) Client Relations Manager
M4.2	Learning Event Coordination & Administration
M4.2a	(1) Learning Event Coordination Manager
M4.2b	(3) Learning Event Coordinators

M4.2c	(1) Document Production Specialist
M4.3	Learning Event Delivery & facilitation
M4.3a	(15) Facilitators
M4.3b	(9) English Facilitators; (3) French Facilitators; (3) Bilingual - English/French Facilitators
M4.4	Provision of Country Resource Personnel (CRP) & Subject Matter Experts (SME)
M4.4	(1) CRP/SME Coordinator
M4.5	Learning Event Design & Development
M4.5	(1) Instructional Designer
M4.6	Learning Product Design & Development
M4.6a	(1) Learning Product Production Manager
M4.6b	(1) Instructional Designer – e-Learning
M4.6c	(1) Writer
M4.6d	(1) Text Editor, Bilingual (English/French) –or– (1) English Text Editor and (1) French Editor
M4.6e	(1) Graphic Designer
M4.6f	(1) Web Designer / Developer
M4.6g	(1) Interactive Multimedia Designer and Developer
M4.6h	(1) Database Developer / Administrator
M4.6i	(1) Videographer
M4.6j	(1) Video Editor

M1 EXPERIENCE OF THE BIDDER

The same example project may be submitted as demonstration of compliance to more than one requirement, although Bidders must submit separate summaries for each requirement and clearly indicate for which requirement the example project should be considered.

M1.1 Learning Event Coordination & Administration

- a. The Bidder must have at least five (5) years experience providing learning event coordination & administration services similar to those identified in Section 3.1 of the Statement of Work within the past ten (10) years.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client Organization	Learning Events	Description of Services Provided (should not exceed 50 words)
Start	End			

- b. The Bidder must have provided learning event coordination & administration services similar to those identified in Section 3.1 of the Statement of Work for at least two hundred fifty (250) learning event deliveries involving a total of at least five thousand (5,000) participants within a twelve (12) month consecutive period within the past five (5) years.

For the experience cited, the Bidder must provide a summary list of learning events in the format below:

Dates (mm-yy)		Client	Learning Events	#	# Partici-	Services Provided (should not exceed 50 words)
Start	End	Organization		Deliveries	pants	

- c. The Bidder must have provided learning event coordination & administration services similar to those identified in Section 3.1 of the Statement of Work for one (1) project within the past five (5) years.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Summary Description of Learning Program:			
Aim of Learning Program:		Description of Participants:	
Number of Learning Event Deliveries:		Number of Participants:	
Type of Bidder Personnel Performing Event Coordination/Administration:			Total Level of Effort for Personnel Performing Event Coordination & Administration (days):
Learning Event Coordination & Administration Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

M1.2 Learning Event Delivery & Facilitation

- a. The Bidder must have at least five (5) years experience providing learning event delivery & facilitation services pertaining specifically to intercultural effectiveness training in an international environment and similar to those identified in Section 3.2 of the Statement of Work within the past seven (7) years.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client	Learning Events	Description of Services Provided (should not exceed 50 words)
Start	End	Organization		

- b. The Bidder must have provided learning event delivery & facilitation services similar to those identified in Section 3.2 of the Statement of Work, for at least two hundred fifty (250) learning event deliveries involving a total of at least five thousand (5,000) participants within a twelve (12) month consecutive period within the past five (5) years.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client		#	# Parti-	Services Provided
Start	End	Organization	Learning Events	Deliveries	cipants	(should not exceed 50 words)

- c. The Bidder must have provided learning event delivery & facilitation services pertaining specifically to intercultural effectiveness training in an international environment and similar to those identified in Section 3.2 of the Statement of Work, for at least one (1) project within the past five (5) years.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Summary Description of Learning Program:			
Aim of Learning Program:		Description of Participants:	
Number of Learning Event Deliveries:		Number of Participants:	
Type of Bidder Personnel Performing Learning Event Delivery/Facilitation:			Total Level of Effort for Personnel Performing Learning Event Delivery & Facilitation (days):
Learning Event Delivery & Facilitation Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

M1.3 Provision of Country Resource Personnel and Subject Matter Experts

- a. The Bidder must have identified, sourced and managed country resource personnel (CRP) and/or subject matter experts (SMEs) in support of at least five (5) learning programs in a manner similar to that identified in Section 3.3 of the Statement of Work, within the past ten (10) years. With regards to this requirement, the country resource personnel (CRP) and/or subject matter experts may not be the facilitator, but rather contribute to a facilitated learning event.

For the experience cited, the Bidder must provide a summary list of learning programs in the format below:

Dates (mm-yy)		Learning	Client		Services Provided
Start	End	Program	Organization	Type and Role of SMEs	(should not exceed 50 words)

- b. The Bidder must have provided country resource personnel (CRP) and/or subject matter expert identification, sourcing and management services in support of learning events in a manner similar to those identified in Section 3.3 of the Statement of Work for at least one hundred (100) learning event deliveries involving a total of at least four-hundred (400) different country resource personnel and/or subject matter experts within a twelve (12) month consecutive period within the past five (5) years. With regards to this requirement, the country resource personnel and/or subject matter experts may not be the facilitator, but rather contribute in the classroom to a facilitated learning event.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client Organization	Learning Program	# Events	# Unique SMEs/C RPs	Services Provided <i>(should not exceed 50 words)</i>
Start	End					

- c. The Bidder must have provided identified, sourced and managed country resource personnel and/or subject matter experts in support of a learning program in a manner similar to those identified in Section 3.3 of the Statement of Work, for at least one (1) project within the past five (5) years. With regards to this requirement, the subject matter experts may not be the facilitator, but rather contribute in the classroom to a facilitated learning event.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Summary Description of Learning Program:			
Aim of Learning Program:		Description of Participants:	
Type of SMEs/CRPs:		Expertise of SME/CRPs:	
Role of SMEs/CRPs:		Number of SME/CRPs:	
Number of Learning Event Deliveries:		Number of Participants:	
Type of Bidder Personnel Performing SME Sourcing/Management:			Total Level of Effort for Personnel Performing SME Sourcing/Management (days):
SME/CRP Identification, Sourcing & Management Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

M1.4 Learning Event Design & Development

- a. The Bidder must have provided learning event design & development services, as identified in Section 3.4 of the Statement of Work, , for at least five (5) projects within the past ten (10) years. Each of the five (5) projects/ must have been performed under separate contracts and/or task authorizations and have involved at least ten (10) days level of effort.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client	Learning Events	Description of Services Provided (should not exceed 50 words)
Start	End	Organization		

- b. The Bidder must have provided learning event design & development services similar to those identified in Section 3.4 of the Statement of Work, for at least one (1) project within the past five (5) years.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Summary description of project:			
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Description of Learning Event(s):		Aim of the Learning Event(s):	
Event Content:		Intended Audience:	
Type of Bidder Personnel Performing Learning Event Design & Development:			Total Level of Effort for Instructional Designer(s) (days):
Learning Event Design & Development Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

M1.5 e-Learning Product Design & Development

- a. The Bidder must have provided e-learning product design and development services similar to those identified in Section 3.5 of the Statement of Work for at least ten (10) e-learning products within the past ten (10) years. Each product must be an electronic (internet, intranet, DVD-ROM, or CD-ROM, Kiosk based, Web app or similar) self-directed, media-rich interactive course comprising a minimum of 60 screens. A minimum of five (5) of these products must have been produced in both official languages.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client	e-Learning	Description of e-	Description of Services Provided
Start	End	Organization	Products	Learning Product	(should not exceed 50 words)

b. The Bidder must have provided e-learning product design and development services similar to those identified in Section 3.5 of the Statement of Work, for at least one (1) project involving the development of an e-learning product within the past five (5) years. The example e-learning product developed must have been an online (internet or intranet) self-directed, media-rich interactive course comprising a minimum of 60 web pages.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Summary description of project:			
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Description of e-Learning Product(s):		Aim of the e-Learning Product(s):	
Product Functionality & Content:		Intended Audience:	
Type of Bidder Personnel Performing e-Learning Product Design & Development:			Total Level of Effort for Product Designers & Developers (days):
e-Learning Product Design & Development Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

The Bidder must also provide screen captures demonstrating the graphic design, multimedia elements, interactivity, and product functionality.

M1.6 Web Product Design & Development

a. The Bidder must have provided web design and development services similar to those identified in Section 3.5 of the Statement of Work for at least five (5) web products within the past ten (10) years. A minimum of one product must meet GOC WCAG 2.0 standards. A minimum of three (3) products must have been produced in both official languages.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client Organization	Web Products	Description of Web Products	Description of Services Provided (should not exceed 50 words)
Start	End				

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- b. The Bidder must have provided web design and development services similar to those identified in Section 3.5 of the Statement of Work, for at least one (1) project involving the development of a web product within the past five (5) years.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Summary description of project:			
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Description of Web Product(s):		Aim of the Web Product(s):	
Web Product Content:		Intended Audience:	
Type of Bidder Personnel Performing Web Design & Development:			Total Level of Effort for Web Designers & Developers (days):
Web Product Design & Development Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

The Bidder must also provide screen captures demonstrating the graphic design, multimedia elements, interactivity, and functionality.

M1.7 Video Production

- a. The Bidder must have provided video production services similar to those identified in Section 3.5 of the Statement of Work for at least five (5) videos intended as a stand-alone learning tools or integrated into learning resource packages within the past ten (10) years. A minimum of three (3) video productions must have been produced in both official languages.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Client Organization	Video	Description of Video	Description of Services Provided (<i>should not exceed 50 words</i>)
Start	End				

- b. The Bidder must have provided video production services similar to those identified in Section 3.5 of the Statement of Work, for at least one (1) project involving the production of a video within the past five (5) years. The video must have been 10 minutes or greater duration and intended as a stand-alone learning tool or integrated into learning resource packages.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Summary description of project:			
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Description of Video:		Instructional Aim of the Video:	
Duration of Video:		Intended Audience:	
Type of Bidder Personnel Performing Video Production Services:			Total Level of Effort for Video Production (days):
Video Production Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

M1.8 Print Documents Supporting Learning Events

- a. The Bidder must have provided document graphic design and print production services, similar to those identified in Section 3.5 of the Statement of Work, in support of learning programs. The minimum level of effort for graphic design services must be two hundred (200) days of graphic design within the last five (5) years. Print production must include a minimum of one hundred (100) discreet print products over the last five (5) years.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Summary description of project:			
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Description of Learning event:		Instructional Aim of Event:	
Participant's Manual Content:		Intended Audience:	
Type of Bidder Personnel Performing Print Product Design & Development:			Total Level of Effort for Print Product Production (days):
Print Product Design & Development Services Provided:			

Client reference: Name, title: Telephone number, or: Email address:
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The Bidder must also provide a copy of the table of contents of the participant's manual and a representative exert not to exceed ten (10) pages.

M1.9 Research and Strategic Advisory Services related to Learning

- a. The Bidder must have provided research and strategic advisory services related to learning, as identified in Section 3.6 of the Statement of Work, of Work, for at least five (5) projects within the past ten (10) years. Each of the five (5) projects must have been performed under separate contracts and/or task authorizations and have involved at least ten (10) days effort.

For the experience cited, the Bidder must provide a summary list of projects in the format below:

Dates (mm-yy)		Project	Client Organization	Description of Services Provided (should not exceed 50 words)
Start	End			

- b. The Bidder must have provided research & strategic advisory services related to learning similar to those identified in Section 3.6 of the Statement of Work, for at least one (1) project within the past five (5) years.

For the example project, the Bidder must provide the following information in the format below (should not exceed two (2) pages):

Project Name:		Client Organization:	
Summary description of project:			
Start date (mm-yy):	End date (mm-yy):	Approx. Project Cost:	
Type of Bidder Personnel Performing Research and/or Strategic Analysis:			Total Level of Effort for Research / Analysis (days):
Research and/or Strategic Advisory Services Provided:			
Client reference: Name, title: Telephone number, or: Email address:			

M2 APPROACH & METHODOLOGY

Bidders must indicate, through a written description that should not exceed two (2) pages for each requirement M2.1 – M2.5 (e.g. ten (10) pages total for the response to M2), their approach and methodology in response to the requirement indicated below, with respect to the provision of services described in the Statement of Work.

The Bidder should identify previous projects, where applicable, in which the Bidder has implemented the proposed approach & methodology.

M2.1 Governance Structure & Client Relationship Management

The Bidder must provide its approach and methodology to manage the relationship with CFSC, to govern relationships between team members, and to govern relationships between team members and their CFSC counterparts.

M2.2 Cost Mitigation

The Bidder must provide its approach and methodology to manage and reduce CFSC learning program delivery costs.

M2.3 Quality Assurance

The Bidder must provide its approach and methodology to maximize the quality of each of the following:

- a. learning event coordination and administration,
- b. learning event delivery and facilitation,
- c. provision of country resource personnel & subject matter experts,
- d. learning event design and development, and
- e. learning product design and development.

M2.4 Provision of Country Resource Personnel & Subject Matter Experts

The Bidder must provide its approach and methodology to identify, source, manage, track and evaluate the performance of hundreds of resources with recent and relevant country-specific knowledge, and subject matter experts with expertise in specific geographic regions and/or professional sectors such as international development, diplomacy, defence and international trade in support of CFSC learning events.

Note that the Bidder can not assume access to the roster of country resource personnel and subject matter experts currently managed by CFSC's current service provider.

M2.5 Transition Strategy

The Bidder must provide its approach and methodology to streamline the transition into operations once a contract is awarded and at the end of the contract period (i.e. four (4) years hence).

M3 UNDERSTANDING OF THE REQUIREMENT

M3.1 Risks/Issues & Response Strategy

The Bidder must identify and describe one (1) of the most significant risks or issues potentially impeding the operational success of CFSC learning programs, as well as a proposed mitigation strategy, for each of the following five (5) areas (i.e. five (5) risks/issues overall):

- a. learning event coordination and administration,
- b. learning event delivery and facilitation,
- c. provision of country resource personnel & subject matter experts,
- d. learning event design and development, and
- e. learning product design and development.

The response should not exceed one (1) page for each requirement M3.1 a-e (e.g. five (5) pages total for the response to M3).

M4 BIDDER RESOURCES

The Bidder must provide evidence that they possess a qualified human resource complement capable of providing overall project management, learning event coordination & administration, learning event delivery and facilitation, country resource personnel and subject matter experts, learning event design & development, learning product design & development (e-learning products, instructional videos, web products, and print products), and research & strategic advisory services related to learning.

In order to substantiate that each individual proposed for a given resource category meets the minimum qualifications specified in Section 8.0 - Personnel Categories and Minimum Qualifications of Annex A Statement of Work, the Bidder must provide the summary information indicated in the tables provided for each requirement. The Bidder must also provide a curriculum vitae (c.v.) for each evaluated resource in each resource category who meets the minimum resource qualifications. A c.v. is only required for the number of resources identified to be evaluated in the sub-criteria below. It is the sole responsibility of the Bidder to ensure that submitted c.v.s are sufficiently detailed to enable a full evaluation of the proposed resource(s), against the minimum resource qualifications and the associated point-rated criteria. Failure to provide sufficient information may render the bid non-compliant and the proposal will be given no further consideration.

M4.1 Client Relations Management

The Bidder must have one (1) Client Relations Manager dedicated to providing the services identified in Section 5.4 of the Statement of Work and meeting the minimum qualifications.

For the resource proposed in response to M4.1 above, the Bidder must provide a summary list of projects for which the proposed resource provided client relations management services in the past ten (10) years, in the format below:

Dates (mm-yy)		Project Name	Client Organization	Description of Services Provided (should not exceed 50 words)	Contract Value
Start	End				

M4.2 Learning Event Coordination & Administration

- a. The Bidder must have one (1) Learning Event Coordination Manager dedicated to providing the services identified in Section 3.1 of the Statement of Work and meeting the minimum qualifications.
- b. The Bidder must have at least three (3) Learning Event Coordinators capable of providing the services identified in Section 3.1 of the Statement of Work and meeting the minimum qualifications.
- c. The Bidder must have at least one (1) Document Production Specialist capable of providing the services identified in Section 3.1 of the Statement of Work and meeting the minimum qualifications.

For each resource proposed in response to M4.2a (Learning Event Coordination Manager) and M4.2b (Learning Event Coordinators) above, the Bidder must provide a summary list of projects for which the proposed resources provided event coordination management and/or event coordination services in the past ten (10) years, in the format below:

Dates (mm-yy)		Project Name	Client Organization	Description of Services Provided (should not exceed 50 words)
Start	End			

The Bidder must provide the language proficiency for each resource proposed in response to M4.2a

(Learning Event Coordination Manager) and M4.2b (Learning Event Coordinators) above, in the format below:

Language Proficiency: English: French:

M4.3 Learning Event Delivery & Facilitation

- a. The Bidder must have at least fifteen (15) Facilitators capable of providing the services identified in Section 3.2 of the Statement of Work and meeting the minimum qualifications.
- b. Of the fifteen (15) qualified facilitators identified in response to M4.3a above:
 - at least nine (9) Facilitators must be capable of providing services in English.
 - at least three (3) Facilitators must be capable of providing services in French.
 - at least three (3) Facilitators must be capable of providing services in both English and French.

Note that a bilingual (English/French) facilitator may be cited to demonstrate the required English, French and Bilingual capacity, i.e. the same resource may be listed more than once in response to M4.3b.

For each resource proposed in response to M4.3a-b above, the Bidder must provide the degree(s)/diploma(s) awarded, language proficiency, home city, summary list of projects for which the proposed resource provided intercultural learning event facilitation services in the past ten (10) years, and a summary list of experience for which the proposed resource worked in a Western and non-Western environment and culture in the past ten (10) years in the format below:

Degree/diploma: Institution: Date (yyyy):

Home city: Language Proficiency: English: French:

List of Intercultural Learning Event Facilitation Projects

Dates (mm-yy)		Learning Events	Client Organization	Description (should not exceed 50 words)	Days Facilitation
Start	End				

List of Work Experience in a Western Environment & Culture

Dates (mm-yy)		Project/Employment	Country	Description (should not exceed 50 words)
Start	End			

List of Work Experience in a Non-Western Environment & Culture

Dates (mm-yy)		Project/Employment	Country	Description (should not exceed 50 words)
Start	End			

M4.4 Provision of Country Resource Personnel & Subject Matter Experts

The Bidder must have at least one (1) CRP/SME Coordinator capable of providing the services identified in Section 3.3 of the Statement of Work and meeting the minimum qualifications.

For each resource proposed in response to M4.4 above, the Bidder must provide the language proficiency and summary list of projects for which the proposed resource provided identification, sourcing and management services of human resources such as subject matter experts (SMEs) and/or country resource personnel (CRP) in the past ten (10) years.

Language Proficiency: English: French:

List of Resource Management Projects

Dates (mm-yy)		Project Name	Client Organization	Description of Services Provided (should not exceed 50 words)
Start	End			

M4.5 Learning Event Design & Development

The Bidder must have at least one (1) Instructional Designer capable of providing the services identified in Section 3.4 of the Statement of Work and meeting the minimum qualifications.

For each resource proposed in response to M4.5 above, the Bidder must provide the degree(s)/diploma(s) awarded and a summary list of projects for which the proposed resource provided learning event design & development services in the past ten (10) years, in the format below:

Degree/diploma: Institution: Date (yyyy):

List of Learning Events Designed & Developed

Dates (mm-yy)		Learning Event	Client Organization	Description of Services Provided (should not exceed 50 words)
Start	End			

M4.6 Learning Product Design & Development

The same resource may be proposed for more than one resource category.

- a. The Bidder must have at least one (1) Learning Product Production Manager capable of providing the services identified in Section 3.5 of the Statement of Work and meeting the minimum qualifications.
- b. The Bidder must have at least one (1) Instructional Designer – e- Learning capable of providing the services identified in Section 3.5 of the Statement of Work and meeting the minimum qualifications.
- c. The Bidder must have at least one (1) Writer capable of providing the services identified in Section 3.5 of the Statement of Work in either English or French and meeting the minimum qualifications;
- d. The Bidder must have at least one (1) Text Editor capable of providing the services identified in Section 3.5 of the Statement of Work in both English and French and meeting the minimum qualifications;

-or-

The Bidder must have at least one (1) Text Editor capable of providing the services identified in Section 3.5 of the Statement of Work in English and one (1) Text Editor capable of providing the services identified in Section 3.5 of the Statement of Work in French; and both resources must meet the minimum qualifications.

- e. The Bidder must have at least one (1) Graphic Designer capable of providing the services identified in

Section 3.5 of the Statement of Work and meeting the minimum qualifications.

- f. The Bidder must have at least one (1) Web Designer/ Developer capable of providing the services identified in Section 3.5 of the Statement of Work and meeting the minimum qualifications.
- g. The Bidder must have at least one (1) Interactive Multimedia Designer and Developer capable of providing the services identified in section 3.5 of the Statement of Work and meeting the minimum qualifications.
- h. The Bidder must have at least one (1) Database Developer/ Administrator capable of providing the services identified in Section 3.5 of the Statement of Work and meeting the minimum qualifications.
- i. The Bidder must have at least one (1) Videographer capable of providing the services identified in Section 3.5 of the Statement of Work and meeting the minimum qualifications.
- j. The Bidder must have at least one (1) Video Editor capable of providing the services identified in Section 3.5 of the Statement of Work and meeting the minimum qualifications.

For each resource proposed in response to M4.6a-j above, the Bidder must provide the degree(s)/diploma(s) awarded, language proficiency, and a summary list of projects for which the proposed resource provided learning product design & development services in the past ten (10) years, in the format below:

Degree/diploma: Institution: Date (yyyy):

Language Proficiency: English: French:

List of Learning Products Designed & Developed

Dates (mm-yy)		Learning Product	Client Organization	Description <i>(should not exceed 50 words)</i>
Start	End			

POINT RATED TECHNICAL CRITERIA

Each Technical Bid which meets all the Mandatory Technical Criteria specified above, will be evaluated and scored in accordance with the following point-rated technical criteria.

Summary

The following table (Table B2) summarizes the point-rated requirements (PR). Bidders must meet or exceed the minimum number of points for each section, i.e. 60% of the maximum points overall for each of sections PR1- PR4, and the minimum number of points overall, i.e. 70%, for the aggregate points for all sections PR1- PR4.

Table B2

Criteria		Maximum Points	Minimum Points
PR1	Experience of the Bidder – Example Projects	105	63 (60%)
PR1.1	Learning Event Coordination & Administration	25	
PR1.2	Learning Event Delivery & Facilitation	35	

PR1.3	Provision of Country Resource Personnel & Subject Matter Experts	15	
PR1.4	Learning Event Design & Development	5	
PR1.5	e-Learning Product Design & Development	5	
PR1.6	Web Product Design & Development	5	
PR1.7	Video Production	5	
PR1.8	Print Product Design & Development	5	
PR1.9	Research and Strategic Advisory Services related to Learning	5	
PR2	Approach & Methodology	25	15 (60%)
PR2.1	Governance Structure & Client Relationship Management	5	
PR2.2	Cost Mitigation	5	
PR2.3	Quality Assurance	5	
PR2.4	Provision of Country Resource Personnel & Subject Matter Experts	5	
PR2.5	Transition Strategy	5	
PR3	Understanding of the Requirement	10	6 (60%)
PR3.1	Risks/Issues & Response Strategy	10	
PR4	Bidder's Resources	105	63 (60%)
PR4.1	Project Management		
PR4.1	Client Relations Manager Qualifications	5	
PR4.2	Learning Event Coordination & Administration		
PR4.2	Learning Event Coordination Manager Qualifications	5	
PR4.3	Learning Event Delivery & facilitation		
PR4.3 a	Facilitator Qualifications	55	
PR4.3 b	Facilitator Geographic Coverage	10	
PR4.3 c	Facilitator Language Proficiency	10	
PR4.4	Provision of Country Resource Personnel & Subject Matter Experts		
PR4.4	CRP/SME Coordinator Qualifications	5	
PR4.5	Learning Event Design & Development		
PR4.5	Instructional Designer Qualifications	5	
PR4.6	Learning Product Design & Development		
PR4.6 a	Learning Product Production Manager Qualifications	5	
PR4.6 b	Instructional Designer – e-Learning Qualifications	5	
	Total Score and Minimum Pass Mark:	245	172 (70%)

PR1 EXPERIENCE OF THE BIDDER – EXAMPLE PROJECTS (100 points)

Points will be awarded for each of the Bidder's example projects cited in response to point rated requirements PR1.1-PR1.9 according to the following table (Table B3):

Table B3

Assessment	Score	Description
Excellent	100%	<p>The example project is outstanding and/or exceptional:</p> <ul style="list-style-type: none"> • the nature of the project is similar in all aspects to projects that CFSC performs; • the services provided demonstrate performance of all aspects of the work described in the relevant section(s) of CFSC's Statement of Work; • the project scale is equal to or greater than that of CFSC's typical operations; and • the project was conducted in the past three (3) years.
Good	85%	<p>The example project is superior:</p> <ul style="list-style-type: none"> • the nature of the project is similar in all key aspects to projects that CFSC performs; • the services provided demonstrate performance of all key aspects of the work described in the relevant section(s) of CFSC's Statement of Work; • the project scale is generally similar to that of CFSC's typical operations; and • the project was conducted in the past three (3) years.
Acceptable	60%	<p>The example project is sufficient:</p> <ul style="list-style-type: none"> • the nature of the project is generally similar to projects that CFSC performs; • the services provided generally demonstrate performance of the work described in the relevant section(s) of CFSC's Statement of Work; • the project scale is somewhat smaller than that of CFSC's typical operations; and • the project was conducted in the past five (5) years.
Poor	25%	<p>The example project is deficient:</p> <ul style="list-style-type: none"> • the nature of the project is not similar in key aspects to projects that CFSC performs; • the services provided do not demonstrate performance of key aspects of the work described in the relevant section(s) of CFSC's Statement of Work; • the project scale was considerably smaller than that of CFSC's typical operations; or • the project was performed in the past ten (10) years, but not the past eight (8) years.
Unacceptable	0%	<p>The example project is unacceptable:</p> <ul style="list-style-type: none"> • the project is not described in sufficient detail; • the nature of the project is not similar to projects that CFSC performs; • the services provided demonstrate performance of few aspects of the work described in the relevant section(s) of CFSC's Statement of Work;

	<ul style="list-style-type: none">• the project scale was not at all comparable to CFSC's typical operations; or• the project was not performed in the past ten (10) years.
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PR1.1 Learning Event Coordination & Administration (25 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.1c in which the Bidder provided learning event coordination & administration services, up to twenty-five (25) points will be awarded.

PR1.2 Learning Event Delivery & Facilitation (35 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.2c in which the Bidder provided learning event delivery & facilitation services, up to thirty five (35) points will be awarded.

PR1.3 Provision of Country Resource Personnel & Subject Matter Experts (15 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.3c in which the Bidder provided country resource personnel & subject matter experts identification, sourcing and management services, up to fifteen (15) points will be awarded.

PR1.4 Learning Event Design & Development (5 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.4b in which the Bidder provided learning event design & development services, up to five (5) points will be awarded.

PR1.5 e-Learning Product Design & Development (5 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.5b in which the Bidder provided e-learning product design and development services, up to five (5) points will be awarded.

PR1.6 Web Product Design & Development (5 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.6b in which the Bidder provided web product design & development services, up to five (5) points will be awarded.

PR1.7 Video Production (5 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.7b in which the Bidder provided video production services, up to five (5) points will be awarded.

PR1.8 Print Product Design & Development (5 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.8a in which the Bidder provided print product design & development services in support of a learning event, up to five (5) points will be awarded.

PR1.9 Research and Strategic Advisory Services related to Learning (5 points)

The Bidder will be evaluated on the example project submitted in response to mandatory requirement M1.9b in which the Bidder provided research and advisory services related to learning, up to five (5) points will be awarded.

PR2 APPROACH & METHODOLOGY (25 points)

Points will be awarded for each aspect of the Bidder's proposed approach & methodology cited in response to point rated requirements PR2.1-PR2.5 according to the following table (Table B4):

Table B4

Assessment	Score	Description
Excellent	100%	<p>The response is outstanding and/or exceptional:</p> <ul style="list-style-type: none"> • the approach/methodology is highly relevant to CFSC's operational context; • the approach/methodology is extremely thorough in addressing the requirement; • the approach/methodology would greatly enhance the successful delivery of CFSC learning programs; • the approach/methodology would be very simple and cost-effective to implement; and • projects that have been cited demonstrate that all aspects of the proposed approach/methodology have been implemented by the Bidder.
Good	85%	<p>The response is superior:</p> <ul style="list-style-type: none"> • the approach/methodology is relevant to CFSC's operational context; • the approach/methodology is thorough in addressing the requirement; • the approach/methodology would enhance the successful delivery of CFSC learning programs; • the approach/methodology would be simple and cost-effective to implement; and • projects that have been cited demonstrate that some aspects of the proposed approach/methodology have been implemented by the Bidder.
Acceptable	60%	<p>The response is minimally sufficient:</p> <ul style="list-style-type: none"> • the approach/methodology is generally relevant to CFSC's operational context; • the approach/methodology addresses most aspects of the requirement; • the approach/methodology would somewhat enhance the successful delivery of CFSC learning programs; and • the approach/methodology would be feasible to implement and affordable.
Poor	25%	<p>The response is deficient:</p> <ul style="list-style-type: none"> • the approach/methodology is generally not relevant to CFSC's operational context; • the approach/methodology does not address key aspects of the requirement; • the approach/methodology would not significantly enhance the successful delivery of CFSC learning programs; or • the approach/methodology would not be cost-effective or practical to implement.
Unacceptable	0%	<p>The response is unacceptable:</p> <ul style="list-style-type: none"> • the approach/methodology is not described;

		<ul style="list-style-type: none"> • the approach/methodology is not relevant to CFSC's operational context; • the approach/methodology would not enhance the successful delivery of CFSC learning programs; or • the approach/methodology would be cost-prohibitive or impractical to implement.
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PR2.1 Governance Structure & Client Relationship Management (5 points)

The Bidder will be evaluated on its approach & methodology to manage the relationship with CFSC, to govern relationships between team members, and to govern relationships between team members and CFSC counterparts submitted in response to mandatory requirement M2.1, up to five (5) points will be awarded.

PR2.2 Cost Mitigation (5 points)

The Bidder will be evaluated on its approach & methodology for reducing costs to CFSC submitted in response to mandatory requirement M2.2, up to five (5) points will be awarded.

PR2.3 Quality Assurance (5 points)

The Bidder will be evaluated on its approach & methodology to perform quality assurance in five (5) areas submitted in response to mandatory requirement M2.3, up to one (1) point will be awarded for each of the five (5) areas.

PR2.4 Provision of Country Resource Personnel & Subject Matter Experts (5 points)

The Bidder will be evaluated on its approach & methodology to identify, source and manage more than one hundred (100) resources with current country-specific knowledge, and subject matter experts with expertise in specific geographic regions and/or professional sectors such as international development, diplomacy, defence and international trade submitted in response to mandatory requirement M2.4, up to five (5) points will be awarded.

PR2.5 Transition Strategy (5 points)

The Bidder will be evaluated on its approach & methodology to streamline and the transition into operations once a contract is awarded and at the end of the contract period submitted in response to mandatory requirement M2.5, up to five (5) points will be awarded.

PR3 UNDERSTANDING OF THE REQUIREMENT (10 points)

PR3.1 Risks/Issues & Response Strategy (10 points)

For each of the five (5) risks and/or issues and associated response strategy described in response to mandatory requirement M3.1, up to two (2) points will be awarded according to the following table (Table B5):

Table B5

Assessment	Score	Description
Excellent	100%	The response is outstanding and/or exceptional: <ul style="list-style-type: none"> • the risk/issue identified is one of the most significant impediments to CFSC operational success; • the description of the risk/issue demonstrates an in-depth understanding of its cause and effect;

		<ul style="list-style-type: none"> the proposed response strategy would be very effective at mitigating the risk/issue; and the proposed response strategy would be simple and cost-effective to implement.
Good	85%	<p>The response is superior:</p> <ul style="list-style-type: none"> the risk/issue identified is a significant impediment to CFSC operational success; the description of the risk/issue demonstrates a well-grounded understanding of its cause and effect; the proposed response strategy would be effective at mitigating the risk/issue; and the proposed response strategy would be relatively simple and cost-effective to implement.
Acceptable	60%	<p>The response is minimally sufficient:</p> <ul style="list-style-type: none"> the risk/issue identified is an impediment to CFSC operational success; the description of the risk/issue demonstrates general understanding of its cause and effect; the proposed response strategy would partially mitigate the risk/issue; and the proposed response strategy would be feasible to implement and affordable.
Poor	25%	<p>The response is deficient:</p> <ul style="list-style-type: none"> the risk/issue identified is not a significant impediment to CFSC operational success; the description of the risk/issue demonstrates only partial or incorrect understanding of its cause and effect; the proposed response strategy would not significantly mitigate the risk/issue; or the proposed response strategy would not be cost-effective or practical to implement.
Unacceptable	0%	<p>The response is unacceptable:</p> <ul style="list-style-type: none"> the risk/issue and/or mitigation strategy is not described; the risk/issue identified does not apply to the CFSC context; the proposed response strategy would not mitigate the risk/issue; or the proposed response strategy would be cost-prohibitive or impractical to implement.

PR4 BIDDER RESOURCES (110 points)

Points will be awarded for each of the proposed resources cited in response to point rated requirements PR4.1, PR4.2, PR4.3a, PR4.4, PR4.5, and PR4.6a-b according to the following table (Table B6):

Table B6

Assessment	Score	Description
Excellent	100%	<p>The proposed resource's experience is outstanding and/or exceptional:</p> <ul style="list-style-type: none"> the resource's education is highly applicable to their proposed role and the level of education meets the minimum qualification standard; the resource's language proficiency meets the minimum qualification standard; the resource has demonstrated experience providing all aspects of services required by CFSC for a number of years/projects/products that meets the minimum qualification standard; the projects for which the resource provided services are identical to or exceed the scope and scale of CFSC's typical operations; the resource has demonstrated special knowledge and expertise that is highly relevant to CFSC client requirements; and relevant experience was demonstrated in the past three (3) years.
Good	85%	<p>The proposed resource's experience is superior:</p> <ul style="list-style-type: none"> the resource's education is applicable to their proposed role and the level of education meets the minimum qualification standard; the resource's language proficiency meets the minimum qualification standard; the resource has demonstrated experience providing all aspects of services required by CFSC for a number of years/projects/products that meet the minimum qualification standard; the projects for which the resource provided services are similar to the scope and scale of CFSC's typical operations; the resource has demonstrated special knowledge and expertise that is relevant to CFSC client requirements; and relevant experience was demonstrated in the past three (3) years.
Acceptable	60%	<p>The proposed resource's experience is minimally sufficient:</p> <ul style="list-style-type: none"> the resource's education meets the minimum qualification standard; the resource's language proficiency meets the minimum qualification standard; the resource demonstrated experience providing all key aspects of services required by CFSC for a number of years/projects/products that meets the minimum qualification standard; the projects for which the resource provided services smaller in scope and scale compared to CFSC's typical operations; and relevant experience was demonstrated in the past five (5) years.
Poor	25%	<p>The proposed resource's experience is deficient:</p> <ul style="list-style-type: none"> the resource's education meets the minimum qualification standard; the resource's language proficiency meets the minimum qualification standard; the resource has not demonstrated experience providing some aspects of services required by CFSC, although the number of years/projects/products meets the minimum qualification standard; the projects for which the resource provided services were much smaller in

		<p>scope and scale compared to CFSC's typical operations; and</p> <ul style="list-style-type: none"> relevant experience was demonstrated in the past ten (10) years, but not the past eight (8) years.
Unacceptable	0%	<p>The proposed resource's experience is unacceptable:</p> <ul style="list-style-type: none"> the resource's education does not meet the minimum qualification standard; the resource's language proficiency does not meet the minimum qualification standard; the resource has not demonstrated experience providing services required by CFSC for a number of years/projects/products that meets the minimum qualification standard; the projects for which the resource provided services is not at all similar in scope and scale compared to CFSC's typical operations; or no relevant experience was demonstrated in the past ten (10) years.

PR4.1 Client Relations Manager (5 points)

The Bidder will be evaluated for the resource proposed to provide client relations management services in response to mandatory requirement M4.1, up to five (5) points will be awarded based on the resource's demonstrated experience, education and language proficiency (see Table B6 above).

PR4.2 Learning Event Coordination & Administration (5 points)

The Bidder will be evaluated for the resource proposed to provide learning event coordination management services in response to mandatory requirement M4.2a, up to five (5) points will be awarded based on the resource's demonstrated experience, education and language proficiency (see Table B6 above).

PR4.3 Learning Event Delivery & Facilitation (75 points)

The Bidder will be evaluated:

a. For the fifteen (15) resources proposed to provide learning event facilitation services in response to mandatory requirement M4.3, points will be awarded for each proposed resource based on each resource's education and demonstrated experience specifically related to the intercultural skills and knowledge required for a successful international assignment (see Table B6 above) as follows:

- up to 5 points per qualified facilitator for the first five (5) facilitators listed,
- up to 3 points per qualified facilitator for the next ten (10) facilitators listed.

b. For the fifteen (15) qualified resources proposed to provide learning event facilitation services in response to mandatory requirement M4.3, up to ten (10) points will be awarded for their coverage of the key locations in which CFSC learning events are held, as follows:

- 2 points per qualified facilitator based in the NCR, to a maximum of two (2) facilitators,
- 2 points per qualified facilitator based in Montreal, to a maximum of one (1) facilitator,
- 2 points per qualified facilitator based in Toronto, to a maximum of one (1) facilitator,
- 1 point per qualified facilitator based in Vancouver, to a maximum of one (1) facilitator,
- 1 point per qualified facilitator based in Halifax, to a maximum of one (1) facilitator.

c. For the fifteen (15) resources proposed to provide learning event facilitation services in response to mandatory requirement M4.3, up to ten (10) points will be awarded for language proficiency, as follows:

- 2 points per qualified facilitator with language proficiency at level 4 (Advanced Professional Proficiency) or higher in both English and French, to a maximum of five (5) facilitators, and/or
- 1 point per qualified facilitator with language proficiency at level 4 (Advanced Professional Proficiency) or one of English or French at level 3 (General Professional proficiency) in the other official language, to a maximum of ten (10) facilitators.

PR4.4 Provision of Country Resource Personnel & Subject Matter Experts (5 points)

The Bidder will be evaluated for the resource proposed to provide country resource personnel and subject matter expert identification, sourcing and management services in response to mandatory requirement M4.4, up to five (5) points will be awarded based on the resource's demonstrated experience, education and language proficiency (see Table B6 above).

PR4.5 Learning Event Design & Development (5 points)

The Bidder will be evaluated for the resource proposed for evaluation of the Bidder's capacity to provide instructional design services in response to mandatory requirement M4.5, up to five (5) points will be awarded based on the resource's demonstrated experience and education (see Table B6 above).

PR4.6 Learning Product Design & Development (10 points)

The Bidder will be evaluated:

- a. For the resource proposed for evaluation of the Bidder's capacity to provide learning product production management services in response to mandatory requirement M4.6a, up to five (5) points will be awarded based on the resource's demonstrated experience, education and language proficiency (see Table B6 above).
- b. For the resource proposed for evaluation of the Bidder's capacity to provide e-learning product instructional design & development services in response to mandatory requirement M4.6b, up to five (5) points will be awarded based on the resource's demonstrated experience and education (see Table B6 above).

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted as requested. Bidders should provide the required certifications in Section III of their bid.

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

ATTACHMENT 1 to PART 5 CERTIFICATIONS PRECEDENT TO CONTRACT AWARD

1. Code of Conduct Certifications - Certifications Required Precedent to Contract Award

- 1.1** Bidders should provide, with their bid or promptly thereafter, a complete list of names of all individuals who are currently directors of the Bidder. If such a list has not been received by the time the evaluation of bids is completed, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Bidders must submit the list of directors before contract award, failure to provide such a list within the required time frame will render the bid non-responsive.

The Contracting Authority may, at any time, request that a Bidder provide properly completed and Signed Consent Forms ([Consent to a Criminal Record Verification form - PWGSC-TPSGC 229](http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html)) (<http://www.tpsgc-pwgsc.gc.ca/app-acq/forms/formulaires-forms-eng.html>) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the bid being declared non-responsive.

2. Certifications Precedent to Contract Award

The certifications included in Attachment 1 to Part 5, Certifications Precedent to Contract Award, should be completed and submitted with the bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

2.1 Federal Contractors Program

2.1.1 Federal Contractors Program - \$200,000 or more

1. The Federal Contractors Program ([FCP](#)) requires that some suppliers, including a supplier who is a member of a joint venture, bidding for federal government contracts, valued at \$200,000 or more (including all applicable taxes), make a formal commitment to implement employment equity. This is a condition precedent to contract award. If the Bidder is subject to the FCP or, if the Bidder is a joint venture and if any of the members of the joint venture is subject to the FCP, evidence of the commitment made by the Bidder or by each member of the joint venture who is subject to the FCP must be provided by the Bidder before the award of any contract resulting from the bid solicitation.

Suppliers who have been declared ineligible contractors by Human Resources and Skills Development Canada (HRSDC) are no longer eligible to receive government contracts over the threshold for solicitation of bids as set out in the *Government Contracts Regulations*. Suppliers may be declared ineligible contractors either, as a result of a finding of non-compliance by HRSDC, or, following their voluntary withdrawal from the FCP for a reason other than the reduction of their workforce to less than 100 employees. Any bids from ineligible contractors, including a bid from a joint venture that has a member who is an ineligible contractor, will be declared non-responsive.

2. The Bidder or, if the Bidder is a joint venture, any of the members of the joint venture who does not fall within the exceptions enumerated in 3.a or b below or does not have a valid certificate number

confirming its adherence to the FCP must fax (819-953- 8768) a copy of the signed form LAB 1168, Certificate of Commitment to Implement Employment Equity, to the Labour Branch of HRSDC.

3. The Bidder or, if the Bidder is a joint venture, the member of the joint venture certifies its status with the FCP, as follows:

The Bidder or the member of the joint venture

- a. () is not subject to the FCP, having a workforce of less than 100 permanent full-time, permanent part-time and/or temporary employees having worked 12 weeks or more in Canada;
- b. () is not subject to the FCP, being a regulated employer under the Employment Equity Act, S.C. 1995, c. 44;
- c. () is subject to the requirements of the FCP, having a workforce of 100 or more permanent full-time, permanent part-time and/or temporary employees having worked 12 weeks or more in Canada, but has not previously obtained a certificate number from HRSDC (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached;
- d. () is subject to the FCP, has not been declared an ineligible contractor by HRSDC, and has a valid certificate number as follows: _____ .

Further information on the FCP is available on the HRSDC Web site.

2.2 Former Public Servants Certification

Contracts with former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny and reflect fairness in spending public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below.

Definitions

For the purposes of this clause,

"former public servant" is any former member of a department as defined in the *Financial Administration Act*, R.S. , 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

- a) an individual;
- b) an individual who has incorporated;
- c) a partnership made of former public servants; or
- d) a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means, in the context of the fee abatement formula, a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c. P-36, and any increases paid pursuant to

the *Supplementary Retirement Benefits Act*, R.S., 1985, c. S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c. C-17, the *Defence Services Pension Continuation Act*, 1970, c. D-3, the *Royal Canadian Mounted Police Pension Continuation Act*, 1970, c. R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c. R-11, the *Members of Parliament Retiring Allowances Act*, R.S., 1985, c. M-5, and that portion of pension payable to the *Canada Pension Plan Act*, R.S., 1985, c. C-8.

Former Public Servant in Receipt of a Pension

Is the Bidder a FPS in receipt of a pension as defined above ? **YES () NO ()**

If so, the Bidder must provide the following information:

- a) name of former public servant; and
- b) date of termination of employment or retirement from the Public Service.

Work Force Reduction Program

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **YES () NO ()**

If so, the Bidder must provide the following information:

- a) name of former public servant;
- b) conditions of the lump sum payment incentive;
- c) date of termination of employment;
- d) amount of lump sum payment;
- e) rate of pay on which lump sum payment is based;
- f) period of lump sum payment including start date, end date and number of weeks; and
- g) number and amount (professional fees) of other contracts subject to the restrictions of a work force reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Goods and Services Tax or Harmonized Sales Tax.

Certification

By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

2.3 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting

Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability.

2.4 Education and Experience

The Bidder certifies that all the information provided in the résumés and supporting material submitted with its bid, particularly the information pertaining to education, achievements, experience and work history, has been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that every individual proposed by the Bidder for the requirement is capable of performing the Work described in the resulting contract.

PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

1. Security Requirement

1.1 At the date of bid closing, the following conditions must be met:

- (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
- (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses; and
- (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.

1.2 For additional information on security requirements, bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions for Bidders" (<http://www.tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) document on the Departmental Standard Procurement Documents Website.

2. Financial Capability

SACC Manual clause A9033T(2011-05-16), Financial Capability

PART 7 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation.

1. Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A and the Contractor's technical bid dated _____.

1.2 Task Authorization

1.2.1 Work described at Annex A, Statement of Work will be performed under the Contract on an “as and when requested basis”.

1.2.2 With respect to the Work mentioned under paragraph 1.2.1 of this clause,

1.2.2a) an obligation will come into force only when the Contractor receives a Task Authorization (TA), inclusive of any revisions, authorized and issued in accordance with this clause, and only to the extent designated in the authorized TA;

1.2.2b) the TA Authority and limit will be determined in accordance with paragraph 1.2.3 of this clause;

1.2.2c) the Contractor must not commence work until a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract. The Contractor acknowledges that work performed before a TA, inclusive of any revisions, has been authorized and issued in accordance with the Contract will be done at the Contractor's own risk and expense;

1.2.2d) the task description, inclusive of any revisions, included in an authorized TA must fall within the scope of the Statement of Work, in Annex A; and

1.2.2e) the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex D, Task Authorization Form. An authorized TA is a completed Annex D signed by the TA Authority.

1.2.3 TA Authority and Limit

1.2.3.1 The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$200,000.00, GST or HST included. Any TA the total value of which would exceed that limit or any revision to a previously authorized TA that would increase the TA total value above that limit must be authorized by the Contracting Authority before issuance to the Contractor.

1.2.3.2 The authority specified under paragraph 1.2.3.1 of this clause is granted subject to the sum specified in the Contract under clause 6.2.1, Limitation of Expenditure - Cumulative Total of all authorized TAs.

1.2.6 TA Process

1.2.6.1 For each task or revision of a previously authorized task, the Project Authority will provide the Contractor with a request to perform a task prepared using Annex D, Task Authorization Form, containing as a minimum:

1. the task or revised task description of the Work required, including:
 - i. the details of the activities or revised activities to be performed;
 - ii. a description of the deliverables or revised deliverables to be submitted, if applicable; and
 - iii. a schedule or revised schedule indicating completion dates for the major activities or submission dates for the deliverables, or both, as applicable;
2. the Contract security requirements applicable to the task or revised task;
3. the Contract basis (bases) of payment applicable to the task or revised task; and
4. the Contract method(s) of payment applicable to the task or revised task.

1.2.6.2 Within 72 hours of its receipt of the request, the Contractor must provide the Project Authority with a signed and dated response prepared and submitted using the TA form received from the Project Authority, containing as a minimum:

1. the total estimated cost proposed for performing the task or, as applicable, revised task;
2. a breakdown of that cost in accordance with Annex B;
3. Deliverables and dates for deliverables to meet the TA requirement and a list of all deliverable items; and
4. for each resource proposed by the Contractor for the performance of the Work required:
 - a. the name of the proposed resource;
 - b. the resume of the proposed resource; and
 - c. a demonstration that the proposed resource meets :
 - i. the Contract security requirements (1.2.6.1.2 above);
 - ii. The minimum qualifications of personnel categories as specified in Annex A, section

8.0.

1.2.6.3 TA Authorization

1.2.6.3.1 The TA Authority will authorize the TA based on:

1. the request submitted to the Contractor pursuant to paragraph 1.2.6.1 above;
2. the Contractor's response received, submitted pursuant to paragraph 1.2.6.2 above; and
3. the agreed total estimated cost for performing the task or, as applicable, revised task.

1.2.6.3.2 The TA Authority will authorize the TA provided each resource proposed by the Contractor for the performance of the Work required meets all the requirements specified under paragraph 1.2.6.2.4 above.

1.2.6.4 The Contractor shall deploy specified resources to provide the required services within 36 hours of having received a signed Task Authorization.

1.2.7 Minimum Work Guarantee - All the Work - Authorized TAs

1.2.7.1 In this clause,

- "Maximum Contract Value" means the sum specified in Contract clause 6.2.1, Limitation of Expenditure - Cumulative Total of All Authorized TAs; and

Solicitation No. – N° de l'invitation
08349-110380/A

Amd. No. – N° de la modif.

Buyer ID – Id de l'acheteur
504zf

Client Ref No. – N° de réf. du client
08349-110380

File No. – N° du dossier
504zf08349-110380

CCC No./ N° CCC – FMS No./ N° VME

- "Minimum Contract Value" means 5 % of the Maximum Contract Value.

1.2.7.2 Canada's obligation under the Contract is to request Work in the amount of the Minimum Contract Value or, at Canada's option, to pay the Contractor at the end of the Contract in accordance with paragraph 1.2.7.3 of this clause. In consideration of such obligation, the Contractor agrees to stand in readiness throughout the Contract period to perform the Work. Canada's maximum liability for Work requested in authorized TAs, performed by the Contractor and accepted by Canada must not exceed the Maximum Contract Value, unless an increase is authorized in writing by the Contracting Authority.

1.2.7.3 In the event that Canada does not request Work in the amount of the Minimum Contract Value during the period of the Contract, Canada must pay the Contractor the difference between the Minimum Contract Value and the cost of the Work requested in authorized TAs, performed by the Contractor and accepted by Canada.

1.2.7.4 Canada will have no obligation to the Contractor under this clause if Canada terminates the Contract in whole or in part for default.

1.2.8 Periodic Usage Reports - Contracts with TAs

1.2.8.1 The Contractor must compile and maintain detailed and current data on its performance of Work required and requested under TAs (inclusive of any revisions) authorized and issued under the Contract.

1.2.8.2 No later than 15 calendar days after the end of each of the reporting periods below, the Contractor must submit to the Contracting Authority and Project Authority a periodic usage report containing, in an electronic spreadsheet (such as MSOffice Excel), the data elements specified in paragraphs 1.2.8.3 and 1.2.8.4 below in the order they are presented. Where at the end of a reporting period, no changes are required to be made to the data contained in the periodic usage report submitted for the previous period, the Contractor must submit a "NIL" report to the Contracting Authority and Project Authority.

The reporting periods are defined as follows:

1st quarter: April 1 to June 30;
2nd quarter: July 1 to September 30;
3rd quarter: October 1 to December 31; and
4th quarter: January 1 to March 31.

1.2.8.3 For each TA authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the TA number appearing on the TA form;
- the date the task was authorized appearing on the TA form;
- the total estimated cost of the task (GST/HSTextra) before any revisions appearing on the TA form;
- the following information appearing on the TA form must be included for each authorized revision, starting with revision 1, than 2, etc:
 - the TA revision number;
 - the date the revision to the task was authorized;
 - the authorized increase or decrease (GST/HSTextra);
 - the total estimated cost of the task (GST/HST extra) after authorization of the revision;
 - the total cost incurred for the task (as last revised, as applicable), GST/HST extra;
 - the total cost incurred and invoiced for the task (as last revised, as applicable), GST/HST extra;
 - the GST/HST total amount invoiced;
 - the total amount paid, GST/HST included;
 - the start and completion date of the task (as last revised, as applicable); and

- the active status (i.e., the percentage of the work completed) of the task (as last revised, as applicable) with an explanation (as applicable).

1.2.8.4 For all TAs authorized and issued under the Contract, the data must contain the following data elements in the order presented:

- the sum (GST/HSTextra) specified in clause 6.2.1 Limitation of Expenditure - Cumulative Total of all Authorized TAs;
- the total cost incurred for all authorized tasks inclusive of any revisions, GST/HST extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, GST/HST extra;
- the GST/HST total amount invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, GST/HST extra.

2. Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

2.1 General Conditions

2035 (2012-07-16), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

The text under Subsection 4 of Section 41 – Code of Conduct and Certifications - Contract of 2035 referenced above is replaced by:

4. During the entire period of the Contract, the Contractor must diligently update, by written notice to the Contracting Authority, the list of names of all individuals who are directors of the Contractor whenever there is a change. As well, whenever requested by Canada, the Contractor must provide the corresponding Consent Forms

Paragraph 12 (2) (a) 2035 is replaced by the following:

(a) the date, the name and address of the client department, the Task Authorization number under which the services are billed, item or reference numbers, deliverable and/or description of the work, contract number, Client Reference Number (CRN), Procurement Business Number (PBN) and financial code(s);

2.5 Specific Person(s)

The Contractor must provide the services of the following person to perform the Work as stated in the Contract:

Client Relations Manager:

3. Security Requirement

- 3.1 The Contractor must, at all times during the performance of the Contract, hold a valid Facility Security Clearance at the level of **SECRET**, issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- 3.2. The Contractor personnel requiring access to **PROTECTED/ CLASSIFIED** information, assets or sensitive work site(s) must **EACH** hold a valid personnel security screening at the level of **SECRET**, granted or approved by CISD/PWGSC.
- 3.3 The Contractor **MUST NOT** remove any **PROTECTED/ CLASSIFIED** information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
- 3.4 Subcontracts which contain security requirements are **NOT** to be awarded without the prior written permission of CISD/PWGSC.
- 3.5. The Contractor must comply with the provisions of the:
 - (a) Security Requirements Check List and security guide (if applicable), attached at Annex C
 - (b) *Industrial Security Manual* (Latest Edition).

4. Term of Contract

4.1 Period of the Contract

The period of the Contract is from date of Contract to ____ inclusive.

4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to one (1) additional one (1) year period under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

4.3 Option to Extend - Transition Period

The Contractor acknowledges that the nature of the services provided under the Contract requires continuity and that a transition period may be required at the end of the Contract. The Contractor agrees that Canada may, at its discretion, extend the Contract by a period of 90 days under the same conditions to ensure the required transition. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

The Contracting Authority will advise the Contractor of the extension by sending a written notice to the Contractor at least 30 calendar days before the contract expiry date. The extension will be evidenced for administrative purposes only, through a contract amendment.

5. Authorities

5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: France Cardinal
Title: Supply Team Leader
Public Works and Government Services Canada
Acquisitions Branch
Directorate: Professional Services Business Initiatives Directorate
Address: 11 Laurier Street
PDP III, 10C1
Gatineau, Québec
K1A 0S5

Telephone: 819-956-1778
Facsimile: 819-956-9235
E-mail address: france.cardinal@tpsgc-pwgsc.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

5.2 Project Authority

The Project Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____

Telephone: ____-____-____
Facsimile: ____-____-____
E-mail address: _____

The Project Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Project Authority; however, the Project Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

5.3 Contractor's Representative

6. Payment

6.1 Basis of Payment

6.1.1 Firm Lot Price TA

When the applicable basis of payment specified in a TA authorized and issued under the Contract is firm lot price, in consideration of the Contractor satisfactorily completing all of its obligations under the authorized TA, the Contractor will be paid the firm lot price stipulated in the authorized TA, as determined in accordance with the basis of payment cost elements in Annex B. Customs duties are included and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work specified in the authorized TA, unless they have been authorized, in writing, by the Contracting Authority before their incorporation into the Work specified in the authorized TA.

6.1.2 Limitation of Expenditure - Task Authorizations

The Contractor will be reimbursed for the costs reasonably and properly incurred in the performance of the Work specified in the authorized Task Authorization (TA), as determined in accordance with the Basis of Payment in Annex B, to the limitation of expenditure specified in the authorized TA.

Canada's liability to the Contractor under the authorized TA must not exceed the limitation of expenditure specified in the authorized TA. Customs duties are included, and Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

No increase in the liability of Canada or in the price of the Work specified in the authorized TA resulting from any design changes, modifications or interpretations of the Work will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the Contracting Authority before their incorporation into the Work.

6.2 Canada's Total Liability

6.2.1 Limitation of Expenditure - Cumulative Total of all Authorized TAs

6.2.1.1 Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ _____. Customs duties are included and the Goods and Services Tax or Harmonized Sales Tax is extra, if applicable.

6.2.1.2 No increase in the total liability of Canada will be authorized or paid to the Contractor unless an increase has been approved, in writing, by the Contracting Authority.

6.2.1.3. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the Contract expiry date, or
- (c) as soon as the Contractor considers that the sum is inadequate for the completion of the Work required and requested in all authorized TAs, inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure (contract clause 6.1.2 Limitation of Expenditure - Task Authorizations),

whichever comes first.

6.2.1.4 If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

6.3 Methods of Payment - Authorized TA

One, several or all of the following methods of payment will form part of the authorized TA:

6.3.1 For the Work specified in an authorized firm lot price TA:

Single Payment

Canada will pay the Contractor upon completion and delivery of the Work in accordance with the payment provisions of the Contract if:

- (a) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (b) all such documents have been verified by Canada;
- (c) the Work delivered has been accepted by Canada.

6.3.2 For the Work specified in an authorized TA subject to a limitation of expenditure:

Monthly Payments

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- (a) an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- (b) all such documents have been verified by Canada;
- (c) the Work performed has been accepted by Canada.

6.4 SACC Manual Clauses

A9117C (2007-11-30), T1204 - Direct Request by Customer Department
C0305C (2008-05-12), Cost Submission

6.5 Discretionary Audit

C0705C (2010-01-11), Discretionary Audit

7. Invoicing Instructions

7.1 The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- (a) a copy of time sheets to support the time claimed;
- (b) a copy of the release document and any other documents as specified in the Contract;
- (c) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses;
- (d) a copy of the monthly progress report.

7.2 Invoices must be distributed as follows:

- (a) The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
- (b) One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

8. Certifications

8.1 Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

9. Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____.

10. Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the list, the wording of the document that first appears on the list has priority over the wording of any document that subsequently appears on the list.

- (a) the Articles of Agreement;
- (b) the general conditions 2035 (2011-05-16), General Conditions - Higher Complexity - Services;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) Annex E, Resource Proposal;
- (g) Annex F, 48 Hour Report Form;
- (h) Annex G, Course Evaluation Form;
- (i) the signed Task Authorizations (including all of its annexes, if any); and
- (j) the Contractor's bid dated _____, as clarified on _____ and, as amended on _____.

11. Foreign Nationals

11.1 SACC Manual clause A2001C (2006-06-16), Foreign Nationals (Foreign Contractor)

11.2 SACC Manual clause A2000C (2006-06-16), Foreign Nationals (Canadian Contractor)

12. Insurance

SACC Manual clause G1005C (2008-05-12), Insurance

13. Liquidated Damages

13.1 If the Contractor fails to perform the services within the time specified in the Contract, the Contractor agrees to pay to Canada liquidated damages in the amount of 70% of the cost of the event that was delayed, as outlined in a Task Authorization. The total amount of the liquidated damages must not exceed the amount of the submitted invoice.

13.2. Canada and the Contractor agree that the amount stated above is their best pre-estimate of the loss to Canada in the event of such a failure, and that it is not intended to be, nor is it to be interpreted as, a penalty.

13.3. Canada will have the right to hold back, drawback, deduct or set off from and against the amounts of any monies owing at any time by Canada to the Contractor, any liquidated damages owing and unpaid under this section.

13.4. Nothing in this section must be interpreted as limiting the rights and remedies, which Canada may otherwise have under the Contract.

ANNEX A

STATEMENT OF WORK

1.0 BACKGROUND

The Centre for Intercultural Learning (CFSC) of the Canadian Foreign Service Institute (CFSI) of the Department of Foreign Affairs and International Trade Canada (DFAIT) provides a focus for intercultural learning in order to improve performance in support of the Department of Foreign Affairs Canada and International Trade Canada (DFAIT), the Canadian International Development Agency (CIDA), the Department of National Defence (DND), and other government departments.

CFSC serves as a centre for professional training, research and information services in international management for federal and provincial/territorial government departments and agencies, and other Canadian organizations involved in international relations, by providing a common base of skills and knowledge in intercultural performance.

In order to support the fulfillment of these services, CFSC has a requirement to engage the services of a qualified Contractor to provide a variety of intercultural learning program coordination, facilitation and support services.

1.1 Cost Recovery

CFSI has been granted cost recovery status by Treasury Board. This means that CFSI and its component Centres, including CFSC, are authorized to recover the cost of providing services to other government departments, other levels of government, para-public agencies, and the for-profit and not-for-profit private sectors.

Under the cost recovery authority, CFSC is required to recover all costs associated with the delivery of a service. CFSC is otherwise governed by all financial rules and regulations applicable to a federal government department, including a zero-balanced year-end (i.e. CFSC is not permitted to roll-over funds from one year to the next).

1.2 Client Agreements

CFSC provides a range of services to DFAIT and Other Government Departments (OGDs). These services are currently provided to more than 200 entities, including federal and provincial government departments, institutions, associations, small, medium and large private-sector companies, non-governmental organizations and individuals.

1.3 Learning Events

CFSC delivers standardized products and services to support learning and performance improvement for CFSC clients participating in regular CFSC programs, and customized products and services for other CFSC clients. The present range of products and services has been developed in response to the needs of CFSC's current client community, and continues to evolve to ensure that new clients and changing needs are met with an appropriate range of balanced solutions.

Events are led by facilitators who, through a combination of work experience, life experience and education, are experts in the field of intercultural effectiveness. Many events also require the utilization of country resource personnel and/or subject matter experts who are critical to CFSC clients' understanding of the specific intercultural context within which they will be living and working. Country resource personnel include country

nationals, returnees from countries and country specialists. Other subject matter experts may from time-to-time be used to address specific sector or content areas required to address a client's needs (e.g. security, health, environment, results-based management, gender equity, counter-insurgency, etc.).

CFSC also delivers customized courses, workshops, seminars or presentations for large groups. The average number of participants for these large event is between 40 and 200; however, in very exceptional circumstances such as election observer events, the total number of participants may be as high as 500 participants per event.

1.4 Specialized Learning Events and Events Delivered Outside Canada (International Events)

Specialized and International learning events consist of customized courses, workshops and organizational development activities that strengthen the effectiveness of client projects and programs by engaging participants in discussions that enable a shared understanding of key issues and the shared commitment necessary for effective intercultural and international collaboration. They include stakeholder exchange and rapid appraisal workshops; project and/or program workshops (anytime during a project life cycle), lessons learned workshops, and retreats for project and/or program teams, and facilitation training, coaching and capacity building. The present range of international learning products and services has been developed in response to the needs of CFSC's current client community, and continues to evolve to ensure that new CFSC clients and changing needs are met with an appropriate range of balanced solutions.

The average number of participants per international learning event is 20; however, in very exceptional circumstances, the total number of participants may be as high as 200 per event.

2.0 OBJECTIVE

As Canada's largest provider of training programs, customized workshops, project and program consulting, and research in the area of intercultural effectiveness for international programs, CFSC requires the services of a qualified Contractor capable of providing services in six (6) main areas as defined in detail herein. These six (6) areas of work may broadly be described as:

1. Learning Event Coordination & Administration:

Includes liaising with CFSC personnel; scheduling events; reserving facilities; compiling needs assessment data; registering participants; making travel and accommodation arrangements for traveling participants; sourcing and scheduling facilitators, country resource personnel and subject matter experts; preparing learning materials; arranging catering and hospitality; ensuring the setting up, testing, and dismantling of audio visual equipment; tracking and reimbursement of expenses incurred by event participants, facilitators, country resource personnel and subject matter experts; and compiling event evaluation data.

2. Learning Event Delivery & Facilitation:

Includes liaising with CFSC personnel; reviewing the learning needs assessment; reviewing learning event objectives and content prior to delivery; liaising with country resource personnel and subject matter experts; delivery of the event in keeping with CFSC standards; providing post-event evaluation reports; and following up with the CFSC Project Authority or his/her delegated representative.

3. Provision of Country Resource Personnel & Subject Matter Experts:

Includes the identification, sourcing, management, administration, tracking and evaluation of country resource personnel and subject matter experts (with expertise in specific geographic regions and/or professional sectors such as international development, diplomacy, defence, international trade, etc.) to contribute to the delivery of learning events.

4. Learning Event Design & Development:

Includes conducting needs analyses; designing learning events based on the needs analysis and the advice and feedback of the CFSC Project Authority or his/her delegated representative; developing learning events based on the preliminary design and the advice and feedback of the CFSC Project Authority or his/her delegated representative; updating and/or adapting existing instructional design materials; and adhering to CFSC's instructional design methodology, quality standards, service evaluation and quality control requirements.

5. Learning Product Design & Development:

e-Learning and Multimedia Design & Development: Includes the design, development and maintenance of media-rich e-learning and assessment products or converting existing classroom and self-study material to e-learning products in both web based and other electronic formats.

Web Design, Development & Management: Includes the design, development and maintenance of websites, micro-sites, electronic magazines and/or newsletters, online assessment tools, and electronic communication products in support of CFSC learning events and products.

Video Production: Includes the provision of video production services (recording, editing and exhibiting visual and audio information in digital format) as stand alone learning programs/products or as components to be integrated into other electronic products.

Print Document Design & Development: Includes the provision of document design and development services for print documents, including editing, graphic design and layout. Products include participant's manuals for learning events and Country Information Packages on all UN-recognized countries, in both official languages.

6. Research and Strategic Advisory Services related to Learning:

Includes liaising with CFSC personnel; performing high-level needs analyses and providing strategic advice and solutions related to all aspects of intercultural learning; research of best practices and new approaches and technologies for learning; assisting CFSC staff on research projects in the area of intercultural effectiveness, including geographic regions or professional sectors, design of survey instruments, and qualitative and quantitative data collection and analysis.

7. Related Services and Resources

Includes the provision of other resources and services such as securing classrooms on an as required and as needed basis as well as other resources and services to support learning activities, Specifications for these resources are generally defined in the Statement of Work and will be further refined by the Contractor and outlined in a Task Authorization Form.

Specific Task Authorizations will be issued as project requirements are identified by CFSC, which will detail project-specific statements of work, deliverables, dates, personnel categories, the expected level of effort, and the language of work required for activities outlined in the Task Authorization form.

3.0 SCOPE OF WORK

3.1 Learning Event Coordination & Administration

The Contractor must, as-and-when-requested, provide the services of qualified learning event coordinators and document production specialists to provide learning event coordination and administration services including the following:

- a) Maintain a current, accurate and comprehensive electronic record for each learning event including but

not limited to: event title and number, CFSC client, start and end dates, duration, number of participants (including the number of traveling participants), gender of participants (if required), facilitator(s), country resource personnel, subject matter expert(s), language of delivery, location of delivery, logistical data, and financial data;

- b) Maintain a current, accurate and comprehensive electronic database of qualified facilitators, country resource personnel, and subject matter experts (CFSC is to have full access to this database at all times at no additional charge);
- c) Coordinate and administer each learning event by carrying out the following activities:
- i. Assess the requirements outlined in the Task Authorization Form;
 - ii. Determine the appropriate location for the event in accordance with criteria established or deemed acceptable by the CFSC Project Authority or his/her delegated representative and, where required, select and contract for third-party facilities, catering, and audio-visual requirements (all catering services must comply with the Treasury Board Hospitality Policy and be approved in advance by the appropriate CFSC authority);
 - iii. In consultation with and subject to prior agreement by the CFSC Project Authority or his/her delegated representative, select and assign facilitators, country resource personnel and/or subject matter experts to events;
 - iv. Where required, make travel and accommodation arrangements for facilitators, country resource personnel and/or subject matter experts in accordance with Treasury Board policies and CFSC directives;
 - v. Register event participants, obtain and record participant information, provide participant information to CFSC and the event facilitator, and respond to participant questions regarding registration and the learning event (The nature of registration varies depending on the CFSC client: for regularly scheduled monthly programs, individual participants register online; for intact CIDA-funded NGO groups, coordinators are provided a list of participants; for DFAIT courses, individual participants contact coordinators to register; for DND groups, coordinators do not have to register individuals; and for OGDs and other cost recovery clients, the process varies).
 - vi. Make travel and living arrangements for traveling participants in accordance with Treasury Board policies and CFSC directives (an average of 10% of participants attending all learning events require travel arrangements – some individual programs having 40% or more traveling participants);
 - vii. Collect participant learning needs assessment information using forms provided by the CFSC Project Authority or his/her delegated representative, if required;
 - viii. Arrange and ensure the set-up of the training facility, including audio visual equipment, and on-site logistics;
 - ix. Produce event materials (print, collate, bind and label) for participants, facilitators, country resource personnel and subject matter experts, and ensure that print documents are prepared and delivered according to CFSC norms and deadlines specified in the task authorization– participant binders are typically prepared for all events except events with large numbers of participants (e.g. DND Battalion Readiness events);
 - x. Coordinate and ensure the timely provision of all post-event reports required by CFSC, including facilitator reports, participant evaluations (compiled if required), coordination and follow-up reports, and financial reports;

- xi. Review expense reports and claims for traveling participants, facilitators, country resource personnel and subject matter experts for accuracy and administer them in accordance with Treasury Board policies and CFSC directives (this includes but is not limited to: providing expense claim forms, gathering expense claims, reimbursing expenses based on verified expense claims, reporting verified participant expense claims to CFSC and providing a separate invoice to CFSC for the reimbursement of participant expense claims); and
 - xii. Within one week of completion of the delivery of a learning event, update the database of qualified resources by recording country resource personnel and subject matter experts used and their performance, based on CFSC-supplied event evaluations and facilitator assessments.
- d) Maintain a separate bank account for the administration and payment of participant expense claims, and a sufficient line of credit or other financial arrangement to ensure the payment of participant expense claims to participants. Participant expense claims are less than seventy thousand dollars (\$70,000) in most months and do not exceed one hundred and fifty thousand dollars (\$150,000) in peak months;
 - e) Prepare and provide, in a timely manner as specified by CFSC, all forecasts and reports required by CFSC concerning CFSC client contacts and relations, coordination of events and services, and expenditures;
 - f) Adhere to the service evaluation and quality control requirements established by CFSC or specified in the Task Authorization, and ensure that all of its resources adhere to CFSC's service standard and quality monitoring activities; and
 - g) Ensure that all services provided to Government of Canada employees conform to Treasury Board and DFAIT policies and directives, including those related to travel, accommodation and allowances, and hospitality for both third-party learners and government employees (see links in Section 13.0 of this SoW under Treasury Board Homepage);
 - h) Maintain at all times current knowledge of CFSC's products and services and CFSC's clients' mandates, business lines, and service and program delivery mechanisms; and
 - i) Perform other related learning event coordination and administration services, as specified in a Task Authorization Form.

3.2 Learning Event Delivery & Facilitation

The Contractor must, as and when requested, for each learning event, provide the services of qualified facilitators to provide learning event delivery & facilitation services including the following:

- a) Liaise with the CFSC Project Authority or his/her delegated representative regarding any event-specific requirements;
- b) Review the learning needs assessment, if applicable;
- c) Review the lesson plan and content to ensure a ready familiarity during delivery;
- d) Arrive at the event site at least forty five (45) minutes prior to the scheduled start time to set up the room, verify the correct functioning of technical equipment and greet participants;
- e) Distribute learning materials to each participant, if applicable;
- f) Distribute attendance list(s) to participants for their signature, if applicable;
- g) Provide administrative briefing to participants at the beginning of the learning event outlining the location of fire exits, washrooms, lunchroom and other relevant administrative issues;

- h) Create an environment that is conducive to adult learning by respecting the following principles:
- The adult is an active learner as opposed to a passive observer;
 - The adult has immediate objectives and needs to apply the learning rapidly after the session,
 - The adult learns easily when he/she is aware of the content to learn and the methods that will be used;
 - The adult learns best when the learning relates to his/her life, and takes into account their past experience;
 - The adult is registered to a training activity in order to solve a problem or find possible solutions to different issues;
 - The adult is unique from other learners because of his/her personal and professional experiences; and
 - The adult, when registering to a learning activity, is motivated by a goal, an objective, the activity and the anticipated learning.
- i) Facilitate transitions between items on the agenda, invite participants to ask questions and provide feedback, provide problem resolution, summarization of main points and conclusion;
- j) Ask probing questions, stimulate reflection, question assumptions and explore options;
- k) Ensure there is interaction between the facilitator and participants and between participants;
- l) Adjust answers to type of audience;
- m) Keep a list of unanswered questions throughout the learning event, find answers during or after the learning event by asking them to subject matter experts and communicate answers to participants;
- n) Make connections between seemingly disparate fields of study and knowledge and the participants' work reality;
- o) Emphasize 'real-world' problems, approaches and solutions over academic theory, i.e. engage the audience and use practical examples that relate to the audience's work environment and experience that will be useful and applicable to the participants when back on the job;
- p) Maintain a pace that ensures that the audience is able to follow and understand the material, while staying on schedule;
- q) Ensure that the participation and contribution of country resource personnel and/or subject matter experts to the learning event, if applicable, is appropriate to the learning needs specified in the learning design;
- r) Ensure that the delivery of all learning events adheres to standards established by CFSC or specified in the Task Authorization (CFSC follows the standards of the St. Francis of Xavier Diploma in Adult Education for event delivery and evaluation, and the Kirkpatrick model for training evaluation);
- s) Report immediately to the CFSC Project Authority or his/her delegated representative any problems with a participant or client relations;
- t) Distribute learning event evaluation forms, if applicable, to participants and gather them at the end of the event and provide copies of the evaluation to CFSC Project Authority or his/her delegated representative;
- u) Provide the participants with course certificates, if applicable, upon completion of the learning event;
- v) Be available for up to thirty (30) minutes at the end of the day to answer questions from participants;

- w) Submit the learning event evaluations, if applicable, to the CFSC Project Authority or his/her delegated representative within ten (10) calendar days of event delivery;
- x) Submit the signed attendance lists, if applicable, to the CFSC Project Authority or his/her delegated representative within ten (10) calendar days of event delivery; and
- y) Inform the CFSC Project Authority or his/her delegated representative of any challenges, issues and lessons learned from each learning event via the 48-hour Report within 48 hours of event delivery; and
- z) Perform other related learning event delivery & facilitation services, as specified in a Task Authorization Form.

3.3 Provision of Country Resource Personnel & Subject Matter Experts

The Contractor must, as and when requested, provide the services of qualified country resource personnel and subject matter experts to augment the delivery of learning events by providing services that include the following:

- a) Maintain a current, accurate and comprehensive electronic database of qualified country resource personnel, and subject matter experts with recent and relevant experience;
- b) Liaise with the CFSC Project Authority or his/her delegated representative and facilitator regarding any event-specific requirements and resource qualifications;
- c) Present the CFSC Project Authority or his/her delegated representative with a list of country resource personnel and/or subject matter experts and their respective curriculum vitae, detailing their relative experience and qualifications for review and approval;
- d) Provide the services of country resource personnel and/or subject matter experts to augment the delivery of learning events by performing the following tasks:
 - i. Familiarize themselves with the objectives of the learning event and the participants' needs, and
 - ii. Provide country-specific and/or subject-specific information to participants appropriate to the needs of the participants; and
- e) Perform other related services, as specified in a Task Authorization Form.

Country resource personnel typically contribute to learning events for a half day. These learning events tend to be small groups of 1-5 participants. The format is typically a discussion rather than a presentation. The country resource person is expected to speak about current aspects of their country of origin, including but not limited to: history; geography; government; culture and society; communications; recent events; special concerns; etc. and provide an understanding of differences in culture, society and relationships between their country of origin and Canada. Given the geographic coverage of DFAIT, CIDA and DND, country resource personnel are required for all countries, and multiple resources for some countries of focus, such as Afghanistan.

Subject matter experts typically contribute to learning events for closer to a full day or more. These learning events tend to be larger groups of participants, i.e. 15-20, or as many as 250. The format is typically a presentation. In some instances, the subject matter experts are expected to provide thematic or sectoral knowledge above and beyond country-specific information; e.g. business in China, counter-insurgency in Afghanistan, gender equity in Cameroon. In other instances, the subject matter experts provide thematic or sectoral knowledge that is not necessarily specific to a particular country; e.g. results-based management.

3.4 Learning Event Design & Development

The Contractor must, as-and-when-requested, design and develop learning events by carrying out the following activities:

- a) Perform a learning needs analysis which may involve:
- meeting with stakeholders to determine what issues the learning event should address;
 - selecting an appropriate information collection methodology, e.g. one on one interviews, focus groups, surveys, analysis of internal and external documents, etc.;
 - identification and analysis of key internal and external documents and key programs, policies, processes which would provide context for any learning event;
 - development of interview guides, conducting interviews with focus groups, stakeholders or experts analyzing and reporting results of interviews;
 - analysis of the information collected to identify recurring themes and learning gaps, major issues and preparation of a report setting out the findings and recommendations coming out of the research and analysis;
 - identification of preliminary performance objectives, critical subject matter or competencies to be developed;
 - creation of a detailed evaluation framework, including measures of achievement; and
 - delivery of a needs analysis report that contains, but is not limited to:
 - key issues and challenges and how they can be addressed through learning events;
 - a recommended development strategy around which the curriculum can be built; and,
 - a prioritized list of competencies, skills, knowledge, mindsets and behaviours required to successfully meet the challenges.
- b) Designing a learning event based on the needs analysis report and the advice and feedback of the CFSC Project Authority or his/her delegated representative. The learning event design may include but is not limited to the following:
- identification of learning objectives and enabling objectives, critical subject matter or competencies to be developed;
 - description of the critical subject matter or competencies to be developed;
 - description of the learning points and the methodologies/activities proposed to address the learning and enabling objectives;
 - identification of electronic resources applicable to a blended learning solution;
 - description of the evaluation framework including measures of achievement;
 - profiling of facilitators, country resource personnel and/or subject matter experts recommended for activities;
 - identification of participant materials, handouts, pre-reading requirements, etc. in hardcopy and/or electronic format as specified in the task authorization;

- determination of the day-by-day layout of the learning event and sequencing of the learning event content; and
 - selection of articles and background material to assist facilitators with preparation and delivery.
- c) Developing learning event materials based on the preliminary design and the advice and feedback of the CFSC Project Authority or his/her delegated representative and which may include the following:
- finalizing the content of the participant and instructor manuals, handouts, pre-reading requirements;
 - reviewing, creating, editing content and structuring the participant and the instructor manuals;
 - creating a detailed learning event schedule; and
 - collecting background material to assist facilitators with preparation and delivery.
- d) Performing instructional design adjustments or content update to instructional materials for existing learning programs as a result of new legislation, participants' evaluation reports or effectiveness of the design. Materials may include lesson plans, exercises, participants' notes and the content of transparencies.
- e) Adapting and adjusting existing learning event materials to suit specific client needs.
- f) Ensuring that all work produced by its resources adheres to CFSC's instructional design methodology and quality standards;
- g) Adhering to any service evaluation and quality control requirements established by CFSC or specified in the Task Authorization, and ensure that all of its resources adhere to CFSC's service standard and quality monitoring activities; and
- h) Performing other related learning event design and development services, as specified in a Task Authorization.

3.5 Learning Product Design & Development

3.5.1 *Project Management*

The Contractor must, as-and-when-requested, provide project management services for the design and development of learning products by carrying out the following activities:

- a) Managing the design, development and maintenance of e-learning products, web products (websites, micro-sites, electronic magazines and/or electronic newsletters), database-driven online learning assessment tools, videos, print and electronic documents, and other related deliverables as identified in a Task Authorization form. These services include:
- acting as the primary point of contact between CFSC and Contractor resources;
 - liaising and collaborating with DFAIT's Information Management and Technology Bureau, as required;
 - determining the project scope, including budget, deliverables; and timelines;
 - validating the project scope with the appropriate CFSC authority;
 - developing and updating detailed project plans;
 - sourcing subject matter experts, as required;
 - documenting technical requirements;
 - assigning specific deliverables to resources;
 - managing the design and development of deliverables;

- tracking project plans and managing resources;
 - monitoring and controlling projects to ensure they remain on budget and to ensure on-time delivery and client satisfaction;
 - managing risks and implementing problem resolutions;
 - balancing resources and workload across various projects to optimize resource allocation;
 - ensuring accurate and complete documentation provided for all deliverables (technical and any required user documentation);
 - planning, organizing, and ensuring quality assurance of deliverables;
 - developing, in consultation with CFSC authorities, an approach to ensure high quality translation of deliverables;
 - managing accurate internal project reporting;
 - managing client communications and reporting; and
 - obtaining sign-offs on projects and milestones.
- b) Managing the human resource needs of the Contractor team members in relation to a Task Authorization, which includes instructional designers, writers, text editors, subject matter experts, graphic designers, web developers, database developers, and video production crews. Management responsibilities include:
- ensuring adequate human resources to meet all Task Authorization requirements;
 - managing team members; and
 - managing project expenses.
- c) Supporting the development, implementation and delivery of internet, e-learning, and multimedia related services, project and production management, instructional design, web development and management, video production, technical support for conference presentations and editing services including print document design and production services;
- d) Selection and provision of subject matter experts to assist in the development of intercultural effectiveness learning support materials;
- e) Providing on-going and as required assistance and direction to team members and CFSC representatives in regards to the development of e-learning, multimedia, and video learning products and other learning support services required by CFSC; and
- f) Providing other related services, as specified in the Task Authorization form.

3.5.2 *Instructional Design – E-Learning Products*

The Contractor must, as-and-when-requested, provide instructional design services for the design and development of learning products by carrying out the following activities:

- a) Project Definition:
- conduct a needs analysis by assessing business/learning requirements;
 - validate learning outcomes with CFSC or CFSC clients;
 - interview project stakeholders;
 - assess technical and learning requirements;
 - analyze the current state of any available content;
 - identify requirements which necessitate involvement from external subject matter experts;
 - characterize the target audience (background, skills, knowledge); and
 - elaborate on the learning needs of the target audience (i.e. goals, learning approach, product scope, and implementation context), with particular emphasis on the needs of adult learners.
- b) Implement a content analysis:

- review the existing content;
 - identify content gaps;
 - identify technical specifications for the developed solution;
 - identify sources of content;
 - generate content with subject matter experts;
 - identify intellectual property rights that must be acquired; and
 - develop a work plan to source, develop and validate the required content.
- c) Generate and validate content with subject matter experts:
- obtain and generate content through research, structured interviews or focus groups;
 - develop examples, exercises, case studies, simulations, anecdotal materials, video and other multi-media productions, scenarios and other relevant information, as required;
 - structure the content into an instructionally valid sequence; and
 - validate the content as complete, comprehensive and correct.
- d) Develop an instructional plan, which may include a description of the following items:
- learning goals and objectives;
 - implementation context;
 - content scope;
 - target audience;
 - instructional design considerations;
 - evaluation methods to measure the achievement of learning objectives by learners;
 - learning event evaluation and validation;
 - module structure, including learning activities; and
 - sequence and courseware specifications chart.
- e) Based on the instructional plan, and with input from graphic designers, developers and other specialists, prepare and develop a Presentation Design Document that describes the instructional, creative and all functional requirements of the e-Learning module or other learning product to be developed.
- f) Develop scripted storyboards:
- develop instructional design scripted storyboards, which outline navigation flow, detailed interaction descriptions and graphical elements for each web page;
 - validate with the client and subject matter experts that the scripted storyboards meet the learning objectives and demonstrate a high level of interactivity for all learning styles including simulations, games and job aids; and
 - review and validate the scripted storyboards with graphic designers and developers.
- g) Conduct quality assurance deliverables on the e-Learning module or other assessment and learning product:
- test for conformity to the Presentation Design Document's specifications, scripts and storyboards;
 - test for interactivity, functionality and programming bugs;
 - assure grammatical and spelling accuracy in both English and French;
 - ensure consistency throughout the developed product (for example, bolded titles, lists in bulleted format and other relevant information);
 - record and report faults on a frame by frame basis; and
 - ensure quality assurance on subsequent re-work of the developed product.
- h) Providing other related services, as required by CFSC.

3.5.3 Writing

The Contractor must, as-and-when-requested, provide writing services for the design and development of learning products by carrying out the following activities:

- a) Conduct background research, interviews and analysis of relevant documentation and materials for the development of written materials for inclusion in electronic publications (internet or intranet), video scripts, e-learning products, print media, user guides and administrative guides;
- b) Prepare draft and final versions of text on the subject matter indicated by CFSC, and submit these to the CFSC Project Authority or his/her delegated representative for review;
- c) Undertake necessary revision and editing of the documents, according to the requirements of CFSC and the rules of the language of work;
- d) Read and edit copy to be published to detect and correct errors in spelling, grammar and syntax, and shorten or lengthen copy as space or time requires;
- e) Liaise with the proposed Learning Product Production Manager, Subject Matter Experts, Instructional Designers, and the CFSC Project Authority or his/her delegated representative to co-ordinate the completion of specified deliverables in a compliant and timely manner;
- f) Prepare and produce scripts for educational media products (e.g. video, radio, web, multi-media); and
- g) Provide other related services, as required.

3.5.4 Editing (Text)

The Contractor must, as-and-when-requested, provide editing services for the design and development of learning products by carrying out the following activities:

- a) Reading, revising, recommending and/or implementing modifications in the grammar, format, syntax, spelling, and structure of all text components of e-Learning and multi-media deliverables, and all documents, including, (but not limited to) user guides, administrative guides, web content, electronic magazines publications, video scripts and learning materials;
- b) Verifying the internal coherence of the presentation and data;
- c) Identifying to the persons in charge of the graphic design and programming, all special requirements;
- d) Clarifying and/or reorganizing the format and structure of text deliverables;
- e) Participating in the update and enhancement of CFSC's database of terms and definitions;
- f) Understanding and inputting data and text;
- g) Ensuring consistency between French & English versions of learning products;
- h) Identifying and resolving issues as they arise.
- i) Provide other related services, as required.

3.5.5 Graphic Design

The Contractor must, as-and-when-requested, provide graphic design services for the design and development of learning products by carrying out the following activities:

- a) Consult with CFSC Project Authority or his/her delegated representatives to establish the overall look,

graphic elements and content of print materials in order to meet their needs.

- b) Design and develop the creative elements of the required learning or learning-support product (look and feel, relative theme, style and metaphor) and validate that the design is engaging, that it meets the client requirements and the instructional goals of the learning product and that it conforms to established Government of Canada standards.
- c) Prepare sketches/composites, layouts and graphic elements of the subjects to be rendered using digital design software and tools;
- d) Produce hard-copy, colour outputs for approvals and distribution and inventory/organize all CFSC print-related documents (learning support materials and communications materials);
- e) Identify all graphic design components, for example, graphics and photos, for which intellectual property rights must be acquired by CFSC; and
- f) Provide other related services, as required.

3.5.6 Web Design & Development

The Contractor must, as-and-when-requested, provide web design and development services for the design and development of learning products by carrying out the following activities:

- a) Leading web based development projects for Internet, intranet, extranet and e-learning projects;
- b) Developing and preparing diagrammatic plans for web based service delivery over the internet;
- c) Creating web application models, methods, and tools that allow others to easily develop and integrate their projects into existing web contexts;
- d) Integrating Third Party Portal Solutions with custom developed modules and components;
- e) Designing and developing visual and functional specifications for Internet, intranet and extranet web sites as well as e-learning products;
- f) Developing websites, micro-sites and e-learning applications such as ASP, PHP, HTML, XML, CSS, Java, using industry-standard software applications;
- g) Working with the proposed Learning Product Production Manager/Producer and the CFSC Project Authority or his/her delegated representative to publish information on the Internet, intranet and extranet web sites.
- h) Verifying accuracy and completeness of programs and providing Quality Assurance for implementation, integration and development for production and test environments.
- i) Providing Quality Assurance and testing services;
- j) Participating in the administration of web servers and maintenance of web sites;
- k) Monitoring the correct functioning of websites, e.g. ensure links are active and accurate; and
- l) Providing other related services, as required.

3.5.7 Interactive Multimedia Designer and Developer

The Contractor must, as-and-when-requested, provide interactive multimedia design and development services for the design and development of learning, assessment and marketing products by carrying out the following activities:

- a) Leading interactive multimedia projects for web, internet, or alternative media formats;
- b) Developing and preparing diagrammatic plans and/or storyboards for interactive multimedia products;
- c) Creating interactive multimedia products and standalone resources or to integrate into web, intranet or similar environments (including integration/communication with SQL and MySQL database structures);
- d) Designing and developing interactive multimedia products using applications such as Flash, AIR, OOP, MVC, AS3, AS2, Papervision, Away 3D, Javascript, XML, PHP, HTML, and CSS;
- e) Working with the proposed Learning Product Manager and the CFSC Project Authority or his/her delegate representative to publish information on the Internet, Intranet, standalone or similar environments;
- f) Verifying accuracy and completeness of programs and providing Quality Assurance for implementation, integration and development for production and test environments;
- g) Providing Quality Assurance and testing services;
- h) Participating in the administration of web servers and maintenance of web sites;
- i) Monitoring the correct functioning of websites, e.g. ensure links are active and accurate; and
- j) Providing other related services, as required.

3.5.8 Database Development & Administration

The Contractor must, as-and-when-requested, provide database (Microsoft SQL Server, My SQL, Access) design and development services for the design and development of learning products by carrying out the following activities:

- a) Design and implement data conversion strategies;
- b) Controlling and coordinating change to the database, including the deletion of records, changes to the existing records, additions to the database and compliancy;
- c) Develops and implements security procedures for the database, including access and user account management;
- d) Creates and maintains data dictionaries;
- e) Provides solutions to complex database problems or to specific design constraints;
- f) Conducts performance and tuning reviews;
- g) Reviews application code and makes recommendations for enhancements;
- h) Codes the database management systems (DBMS) access paths;
- i) Develops technical architectures, frameworks and strategies;

- j) Ensures the integration of all aspects of technology solutions;
- k) Loads and unloads the data;
- l) Monitors and tunes the DBMS;
- m) Performs database reorganization;
- n) Generates periodic and ad hoc reports from learning program management databases; and
- o) Provides other related services, as required.

3.5.9 Videographer

The Contractor must, as-and-when-requested, provide videography services for the design and development of learning products by carrying out the following activities:

- a) Work under the guidance of the Learning Product Production Manager and Project Authority, to discuss assignment and determine visual treatment, filming sequences, camera movements and picture composition;
- b) Interview video subjects for research and production;
- c) Coordinate and plan logistics (pre-production through to post-production) of single-camera documentary-style productions in Canada and internationally;
- d) Select and set up camera equipment and related Single Camera Field Production tools (audio, lighting, etc.) to be used;
- e) Adjust focus, exposure, lighting, audio and other camera settings and coordinate these with other crew members;
- f) Operate video camera to capture interviews, live events, and other related activities;
- g) Label and record contents of exposed film, and complete report sheets;
- h) Train project stakeholders in rudimentary videography on project-specific bases; and
- i) Provide other related services, as required.

The designated Videographer may be required to travel internationally, including developing countries for specific projects.

3.5.10 Video Editing

The Contractor must, as-and-when-requested, provide video editing services for the design and development of learning products by carrying out the following activities:

- a) Evaluate and select appropriate scenes and arrange film segments into sequences to ensure story continuity and to best meet the desired effect and outcome of the video;
- b) Trim video segments to specified lengths and reassemble segments in sequence that presents story with maximum effect;

- c) Use editing equipment to insert music, dialogue, and sound effects;
- d) Review assembled film or edited videotape on screen or monitor and make corrections;
- e) Work with other production and post-production crew members as required;
- f) Select the most effective shot of each scene and combine them in sequence to form a logical and smoothly running story;
- g) Discard scenes that do not help plot development, by selecting and assembling scenes to achieve the best combination of photography, performance, consistency, and timing;
- h) Generate program titles, credits, sub-titles, graphic backgrounds and/or motion-graphic sequences;
- i) Collaborate with the Learning Product Production Manager and/or the CFSC Project Authority or his/her delegated representative, as required, to edit recorded video and/or audio tape; may involve a rough edit of a linear event for approval or one-on-one editing with content experts identifying each edit point;
- j) Set up, prepare, operate and adjust audio and video equipment to record or capture (digitize) edit and reproduce sound and video input or feed of pre-recorded material from tapes, CD's, digital audio devices, and input from live microphones; and
- k) Provide other related services, as required.

3.6 Research and Strategic Advisory Services related to Learning

The Contractor must, as-and-when-requested, provide researchers and strategic analysts to support CFSC research and development projects. CFSC may require resources at the senior, intermediate and/or support levels depending upon the nature of the requirement described in the Task Authorization. Resources may be internal to the Contractor or sourced externally depending upon the nature of the requirement. The resources may be requested to carry out the following activities:

3.6.1 Senior Level Researchers may be requested to carry out the following activities:

- a) Monitoring developments in intercultural learning, adult education and learning technology and providing recommended direction to support existing and evolving CFSC learning programs;
- b) Determining what instructional approaches, technology and tools are available, ready and useful, and that meet learner needs and performance objectives;
- c) Conducting business needs analysis, strategic and business planning analysis, visioning exercises, gathering and consolidating needs assessments and environmental scans in support of CFSC learning programs;
- d) Analyzing existing capabilities and requirements, developing redesigned research frameworks and recommending areas for improved capability;
- e) Developing standards and processes;
- f) Designing change management, marketing, implementation and evaluation strategies for introduction of new learning approaches and/or technologies;
- g) Developing learning product and services management and administration strategies;
- h) Performing market and/or vendor analysis;

- i) Developing metrics and conducting benchmarking;
- j) Planning change management, marketing and communication initiatives;
- k) Conducting analyses to develop the following deliverables, which include but are not limited to the following:
 - i) needs assessments,
 - ii) capability assessments,
 - iii) technology assessments,
 - iv) market scans and vendor analysis,
 - v) strategic plans,
 - vi) business plans,
 - vii) business cases,
 - viii) implementation plans (including schedule and resource budget),
 - ix) management plans,
 - x) marketing plans,
 - xi) requirements definition documents,
 - xii) standards and processes documents,
 - xiii) pilot testing strategies and evaluations,
 - xiv) readiness reports,
 - xv) articles ready for journal publication, and
 - xvi) briefings or presentations.
- l) Perform other related research and strategic advisory services, as specified in a Task Authorization.

3.6.2 Intermediate Level Researchers may be requested to carry out the following activities:

- a) Implementation of research frameworks;
- b) Instrumentation development (surveys, interview structures);
- c) Data collection (interviews, focus groups, surveys) and data sorting;
- d) Needs assessments and environmental scans; and
- e) Perform other related research and strategic advisory services, as specified in a Task Authorization

3.6.3 Support Level Researchers may be requested to carry out the following activities:

- a) Data entry into various types of software;
- b) Internet research to support the research requirements of Senior and Intermediate Researchers;
- c) Support for communications with research cohorts or target groups; and
- d) Perform other related research and strategic advisory services, as specified in a Task Authorization

3.7 Related Resources and Services

The Contractor must as-and-when- requested provide other resources and services to support learning activities, including securing classrooms. The classroom/facility specifications must meet the following requirements and may be further refined by the Project Authority and outlined in a Task Authorization Form.

3.7.1 Location of Classroom Facility

- a) Classroom facilities must be located in Gatineau in the areas of Lac des Fées/Wrightville or downtown Gatineau. For the purposes of this Contract, downtown Gatineau is defined by the following parameters: from Laurier Street to Boulevard Sacré-Coeur, from St-Rédempteur Street to Boulevard St-Joseph, from Boulevard St-Joseph to Gamelin Street, from Gamelin Street to Promenade Lac des Fées and up to Laurier Street..
- b) Facility must be near a city bus stop/terminal

3.7.2 Classroom specifications and requirements

- a) Dimensions must be conducive to learning and appropriate for the number of participants in the class (Class size may range from one to six);
- b) Classrooms must have appropriate heating, ventilation, air conditioning and lighting and electricity;
- c) Each room has to be equipped in such way that it facilitates small group learning;
- d) Furniture to be provided by the supplier (desks, chairs, dry erase boards)

3.7.3 The Overall training space requires:

- a) Facilitators and participants must have access to a phone, internet and photocopier;
- b) Adequate security provisions in accordance with the Security Requirements Checklist provided in Annex C;

3.7.4 The Common area(s) should have the following:

- a) A common area is required with a phone line, and appropriate furnishings
- b) Kitchenette area with fridge, microwave, sink, coffee machine, and a water cooler;
- c) A reception area with training coordinator services during business hours;
- d) Access to washroom facilities.

4.0 DELIVERABLES

The Contractor must provide all deliverables listed in each Task Authorization, including, but not limited to, the following:

4.1 Participant Event Evaluation Reports, using the "Course Evaluation Form" attached as Annex "F", and forming part of the Contract to evaluate the event content, materials and performance of the individual facilitators, country resource personnel and/or subject matter experts at meeting the objectives from the participants' perspective. The Event Evaluation forms are provided by CFSC to the Contractor to be distributed to and gathered from event participants. Event evaluation reports are to be delivered by the Contractor to the CFSC Project Authority or his/her delegated representative responsible for the event delivery within ten (10) days of the event delivery. Requirements for the Contractor to collate evaluation reports will be identified in Task Authorization forms.

4.2 Facilitator Event Evaluation Reports, using the "48-Hour Report Form" attached as Annex "E", and

forming part of the Contract to evaluate the event content, materials and performance of the individual facilitators, country resource personnel and/or subject matter experts at meeting the objectives from the event facilitator's perspective as they are defined within each Task Authorization. These are to be provided to the CFSC Project Authority or his/her delegated representative in charge of the event delivery within forty eight (48) hours of the event delivery.

4.3 Financial Reports, using the "Participant and Expense Report" spreadsheet which will be made available upon Contract award. This report is to be submitted to the Project Authority on a monthly basis.

4.4 Additional reports on other matters relevant at the discretion of the Project Authority to the management and administration of the work specified within each Task Authorization.

5.0 CONTRACTOR RESPONSIBILITIES

In addition to the services detailed in Section 3.0 – Scope of Work herein and to the timely submission of all deliverables detailed in Section 4.0 - Deliverables and as specified in each Task Authorization, the Contractor must:

5.1 Declare any matter that could compromise or appear to compromise the objectivity of either the resource or CFSC before embarking on an Event Delivery, Implementation and Related Research and Development Services project or at any point during the Task Authorization.

5.2 Confer with the CFSC Project Authority regularly on issues related to confidentiality, privacy, communications and ownership of findings and reports.

5.3 Manage the delivery of services to CFSC in accordance with all service models that may be provided to the Contractor by CFSC. The Contractor is advised that because the services are delivered to federal public servants, certain restrictions or limitations or structures of the services (i.e. service models) may apply to various aspects of the services delivered to the public servants. CFSC, through this Contract, may impose such service models on the delivery aspects of the Contract. An example is the meal allowance for public servants while on business travel. These service models are borne from various Acts, Codes, Departmental and/or federal government regulations, codes and policies and the Project Authority will detail such to the Contractor as and when they apply. The Contractor may refer to the following websites for general information: http://www.tbs-sct.gc.ca/index_e.asp, <http://www.international.gc.ca>, <http://laws.justice.gc.ca/en/BrowseTitle> . The Contractor is reminded that when reading or following these provisions, the Contractor is not to interpret the provisions as the Contractor being the employer, nor does the following of these provisions constitute the Contractor acting as an agent of Canada.

5.4 Ensure, through the nomination of a single representative (Client Relations Manager) of the Contractor's firm, a process that provides CFSC with access to a primary contact for all matters related to any Task Authorization and the performance of the work undertaken by the Contractor. The Contractor's designated Client Relations Manager will be responsible for responding to Task Authorizations issued by the CFSC Project Authority and maintaining services as required within the scope of any resulting Contract. In addition, the Client Relations Manager must:

- Monitor all resource and subcontractors that are providing services/deliverables in accordance with the Task Authorizations;
- Liaise with the CFSC Project Authority on all matters concerning technical aspects of the work and performance of its resources;
- Manage the transition of any potential resource(s) turnover during the period of the Task Authorization; and
- Ensure that meetings are held with the CFSC Project Authority or his/her delegated representative on a monthly basis to review and resolve any issues arising from the contract or the performance of the

contractor. These meetings will be held at CFSC's place of work. Any related travel and accommodation expenses to the contractor to attend these meetings will be borne by the contractor.

5.5 The Contractor is responsible for ensuring the health and safety of its resources, including obtaining all recommended vaccinations, medical insurance and other health or safety considerations. The cost for ensuring the health and safety of the Contractor's resources is the Contractor's responsibility.

5.6 CFSC may request that any of the Contractor's resources providing the services described in Section 3.0 'Scope of Work' to attend a maximum of five (5) days, including no more than one (1) weekend, of professional development activities provided by or on behalf of CFSC in each twelve (12) month period of the Contract, at the Contractor's expense. These professional development activities will be to update existing qualifications or to be accredited by CFSC for new products or services or delivery qualifications deemed necessary by CFSC. Contractor resources who do not attend mandatory professional development activities may, at CFSC's discretion, be deemed ineligible for further work related to the professional development activities. The Contractor must replace any such ineligible resource in accordance with section 8.0 - Personnel Categories and Maximum Qualifications.

6.0 DFAIT SUPPORT TO THE CONTRACTOR

6.1 CFSC will ensure that appropriate subject matter experts from within CFSC are available to the Contractor as required to provide input, answer questions, evaluate deliverables and participate in meetings, to enable him/her to proceed on schedule with the completion of all assigned deliverables.

6.2 For the Contractor's Learning Product Manager and other resources required at DFAIT site, DFAIT will provide work stations, telephones, SIGNET-connected computers, and approved software at its Bisson facility. As required, CFSC will provide the Contractor with access to its web related infrastructure and personnel in a timely manner, to enable him/her to proceed on schedule with the completion of assigned deliverables.

6.3 For the Contractor's learning event coordination & administration resources required at DFAIT site, DFAIT will provide work stations, telephones, SIGNET-connected computers, and approved software at its Bisson facility for the coordination staff required on site.

6.4 For the Contractor resources performing document layout and production required at DFAIT site, DFAIT will provide work stations, telephones, SIGNET-connected computers, approved software, information subscriptions, printers and supplies (paper, covers, etc.) at its Bisson facility for the production of learning materials and other documents related to course design, development and delivery.

7.0 REPORTING AND COMMUNICATION STANDARDS

7.1 Communication is defined as all reasonable effort to inform the CFSC Project Authority or his/her delegated representative of plans, decisions, proposed approaches, implementation, and results of work, to ensure that the Work is progressing well and in accordance with CFSC Task Authorizations. Modes of communication may include: phone calls, electronic mail, faxes, mailings, and meetings. In addition, the Contractor is to immediately notify the CFSC Project Authority or his/her delegated representative of any issues, problems, or areas of concern in relation to any work completed under the Contract, as they arise.

8.0 PERSONNEL CATEGORIES AND MINIMUM QUALIFICATIONS

8.1 The Contractor must maintain a sufficient human resource complement to complete the Work detailed in multiple Task Authorizations, for the duration of the Contract.

All resources must meet the stated minimum qualifications (see Article 8.2) in order to deliver service to CFSC in accordance with the Contract. All Task Authorizations for services will be based on the listing of typical roles and /or deliverables associated with the applicable personnel category being sought. It is expected that the listing of roles and deliverables within each Task Authorization will be minimally adapted or customized by CFSC (if necessary) to address the specific needs of individual projects/requirements. However, at all times the

included roles and deliverables within any given Task Authorization must be in accordance with the scope of typical roles and deliverables established for the resource categories described under 8.2 herein.. The response must include the identification of proposed resources (including current CVs for new resources), costs, deliverables and dates for deliverables. The contractor must demonstrate through the provision of CVs that their proposed resources meet ALL specified minimum qualifications within the personnel category for which they are proposed, and any additional requirements as defined per Task Authorization.

8.2 The following resource categories and minimum qualifications, outlined in Table A-1.1 below, are required for the provision of learning program coordination, delivery and support services to CFSC. Resource categories and the number of Contractor resources required for activities outlined in the Task Authorization may vary, dependent upon the nature of the work to be performed under any resulting Task Authorization:

Table A-1.1

Resource Category Minimum Qualifications

Client Relations Manager	<p>The Client Relations Manager must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A degree or diploma from a recognized university or post-secondary institution; • Five (5) years demonstrated experience as a Client Relations Manager / Account Manager within the past ten (10) years; • Three (3) assignments or projects acting as a Client Relations Manager / Account Manager, at least one (1) of which valued at over \$1,000,000 (\$CAD) in the last ten (10) years, and at least one (1) of which related to learning; and • Fluency in either French or English.
Learning Event Coordination Manager	<p>The Coordination Manager must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A degree or diploma from a recognized university or post-secondary institution; • Five (5) years demonstrated experience coordinating and administering learning events in the last ten (10) years; • Three (3) years demonstrated experience, in the last ten (10) years, managing a team coordinating and administering learning events in the last ten (10) years; and • Fluency in French and English.
Learning Event Coordinators	<p>Learning Event Coordinators must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A degree or diploma from a recognized university or post-secondary institution; • two (2) years demonstrated experience coordinating and administering learning events in the last five (5) years; and • Fluency in both English and French.
Document Production Specialists	<p>Document Production Specialists must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Two (2) years demonstrated experience printing and producing materials similar to CFSC learning materials in the last five (5) years; and • Fluency in either French or English.

<p>Facilitators</p>	<p>Facilitators must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Demonstrate either: <ul style="list-style-type: none"> ○ A degree or diploma from a recognized university or post-secondary institution that includes at least three (3) full-time years of study relevant to international relations or adult education; OR ○ A degree or diploma from a recognized university or post-secondary institution and a minimum of thirty (30) days per year over the last five (5) years facilitating intercultural learning events to adults. • Demonstrate either: <ul style="list-style-type: none"> ○ Sixty (60) days of facilitation experience in the field of international intercultural effectiveness in the last two (2) years, OR ○ One hundred fifty (150) days of facilitation experience in the field of international intercultural effectiveness in the last ten (10) years, including at least seventy five (75) days during the last five (5) years; • Six (6) months cumulative experience working in a Western environment and culture (i.e. North America, Western Europe or Australia) in the last ten (10) years; • Six (6) months cumulative experience working in a non-Western environment and culture in the last ten (10) years; and • Fluency in English or French.
<p>Country Resource Personnel & Subject Matter Experts</p>	<p>Country Resource Personnel & Subject Matter Expert qualifications may vary, and will be determined at the time of TA issuance. The Contractor will present CFSC with a list of Country Resource Personnel & Subject Matter Experts and their respective CVs, detailing their relative experience and qualifications, from which the CFSC Project Authority or his/her delegated representative will select the most appropriate candidate for the specific task.</p> <p>Country resource personnel may include country nationals, returnees from countries and country specialists, sectoral and specific content specialists, and intercultural learning specialists.</p>
<p>CRP/SME Coordinator</p>	<p>The CRP/SME Coordinator must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A degree or diploma from a recognized university or post-secondary institution; • Three (3) years demonstrated experience recruiting and managing human resources in the last ten (10) years; and • Fluency in French and English.
<p>Instructional Designer</p>	<p>The Instructional Designer must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Demonstrate either: <ul style="list-style-type: none"> ○ Diploma or certificate in Education, Organizational Development, Instructional Design, Technology Based Education, or Multimedia Design; OR ○ A degree or diploma from a recognized university or post-secondary

	<p>institution and five (5) years work experience in instructional design in the last ten (10) years;</p> <ul style="list-style-type: none"> • Designed and/or developed five (5) courses, in the past five (5) years; • Fluency in either French or English.
<p>Learning Product Manager</p>	<p>The Learning Product Manager must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • College diploma or higher in Audio-Visual Technology, Computer Science, Journalism, Broadcasting, Multimedia Production, or a related field; • Five (5) years of demonstrated project management experience developing e-learning, web, multimedia, video, print or similar media products and services in the last ten (10) years; • Experience working as a Producer or Production Manager on at least four (4) learning projects in a foreign country (excluding the US) in the past ten (10) years; or twenty (20) days of experience in a foreign country (excluding the US) directly related to services describe in Section 3.5 of the Statement of Work within the past five (5) years • In the role of manager or team lead, this resource must have produced or project managed the development of: <ul style="list-style-type: none"> ○ five (5) e-Learning products, ○ two (2) websites, ○ two (2) videos, ○ five (5) print documentation packages; <p>within the past five (5) years.</p> • Fluency in both English and French.
<p>Instructional Designer – e-Learning</p>	<p>The Instructional Designer – e-Learning must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Demonstrate either: <ul style="list-style-type: none"> ○ Diploma or certificate in Education, Organizational Development, Instructional Design, Technology Based Education, or Multimedia Design; OR ○ A degree or diploma from a recognized university or post-secondary institution and five (5) years work experience in instructional design in the last ten (10) years; • Designed and/or developed five (5) e-Learning resources, in the past five (5) years. • Fluency in both French and English.
<p>Writer</p>	<p>The Writer must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A degree or diploma from a recognized university or post-secondary institution in Journalism, English, Sociology, Cultural Studies, Creative Writing, or related

	<p>field.</p> <ul style="list-style-type: none"> • Demonstrated experience providing writing services in the production of media and print-based products including a minimum of: <ul style="list-style-type: none"> ○ two (2) educational learning products targeting an adult audience, ○ one (1) e-learning or similar product, or ○ four (4) scripts for a video or live production; <p>within the past ten (10) years.</p> <ul style="list-style-type: none"> • Fluency in either French or English.
Text Editor	<p>The Text Editor must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Demonstrate either: <ul style="list-style-type: none"> ○ A University degree in French, English, Journalism, or Linguistics, from a recognized institution; OR ○ five (5) years experience providing editing services consistent with DFAIT's requirements described in the SoW in the last ten (10) years; • Edited two (2) online products in the past five (5) years; • Edited four (4) print products in the past five (5) years; • Either one resource fluent in French and English; or one resource fluent in French and another resource fluent in English.
Graphic Designer	<p>The Graphic Designer must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Demonstrate either: <ul style="list-style-type: none"> ○ a University degree or College Diploma in visual arts with specialization in graphic design, commercial art, or graphic communications and three (3) years demonstrated experience in graphic design in the last ten (10) years; OR ○ a college diploma in graphic arts and five (5) years demonstrated experience in graphic design in the last ten (10) years. • Performed graphic design and development of at least ten (10) print documents within the past two (2) years; and • Fluency in both French and English.
Web Developer/Designer	<p>The Web Developer/Designer must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A University degree or College Diploma in computer science, communications or business, or completion of a college program in computer science, graphic arts web design or business. • Five (5) years of professional experience in an IT environment in the last ten (10) years. • Performed the programming of at least:

	<ul style="list-style-type: none"> ○ one (1) e-Learning product, and ○ four (4) websites, at least two (2) of which comply to the WCAG 2.0 standards; <p>in the past five (5) years.</p> <ul style="list-style-type: none"> ● Fluency in both French and English.
<p>Interactive Multimedia Designer and Developer</p>	<p>The Interactive Multimedia Designer and Developer must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> ● A University degree or College Diploma in computer science, communications or business, or completion of a college program in computer science, graphic arts web design or business; ● Five (5) years of professional experience in an IT environment in the last ten (10) years; ● Performed the programming of at least: <ul style="list-style-type: none"> ○ Four (4) interactive e-learning resources; ○ Two (2) touchscreen (or similar) applications in the past five (5) years; <p>Fluency in both French and English.</p>
<p>Database Developer and Administrator</p>	<p>The Database Developer/Administrator must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> ● A post-secondary degree/diploma in Computer Science, Systems Engineering or related field, from a recognized academic institution; ● Five (5) years professional work experience as a Database Developer in the last ten (10) years; ● Led the development of: <ul style="list-style-type: none"> ○ one (1) database-driven information portal; ○ one (1) database-driven internet online registration application; ○ one (1) database-driven assessment tool; and ○ one (1) e-learning application requiring tracking and reporting; in the past five (5) years. ● Fluency in either French or English.
<p>Videographer</p>	<p>The Videographer must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> ● A University Degree or College Diploma from a recognized institution. ● Provided videography services for four (4) educational, instructional or documentary projects in the past ten (10) years.

	<ul style="list-style-type: none"> • Provided videography services for one (1) educational, instructional or documentary project targeting intercultural effectiveness or similar content. • Provided videography services for two (2) video or multi-media projects in a foreign country (excluding the US) in the past 10 years; or 20 days of experience in a foreign country (excluding the US) directly related to videography services within the past 10 years • Fluency in French and English.
Video Editor	<p>The Video Editor must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • Completion of a College or technical program in broadcasting, audio- visual technology, or a related field; • Edited four (4) educational, instructional or documentary videos in the past five (5) years; <p>Fluency in French and English.</p>
Researcher / Strategic Analyst	<p>The Senior Researcher / Strategic Analyst (whether provided as a resource internal or external to the contractor) must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A University Degree or College Diploma from a recognized institution; • Ten (10) assignments or projects providing research and/or strategic analysis services related to learning in the last ten (10) years; • Fluency in French or English; <p>The Intermediate Researcher / Strategic Analyst must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A University Degree or College Diploma from a recognized institution; • Five (5) assignments or projects providing research and/or strategic analysis services related to learning in the last five (5) years; • Fluency in French or English; <p>The Support Researcher / Strategic Analyst must have, at a minimum, the following qualifications:</p> <ul style="list-style-type: none"> • A University Degree or College Diploma from a recognized institution; • Three (3) years experience performing data entry and processing related; • Fluency in French or English.

9.0 SERVICE STANDARDS

CFSC will measure the Contractor's performance in relation to the outcomes and results of the Contractor's work, together with the extent to which the work is carried out in a timely manner, to CFSC's clients' satisfaction and in accordance with the established standards, as stated in the Contract and Task Authorization. The following methods will be used to measure the Contractor's qualifications and/or performance:

- 9.1 according to the minimum resource qualifications set out in Article 8.0 'Personnel Categories and Minimum Qualifications';

- 9.2 by reviewing performance against Task Authorization project plans and standards;
- 9.3 by performance feedback from CFSC clients, CFSC Managers and event participants regarding their satisfaction with the service;
- 9.4 by following up on TA Work to see if there were any problems which should have been revealed by the Contractor;
- 9.5 adherence to CFSC's instructional design methodology and quality standards established or deemed acceptable by CFSC; and
- 9.6 by on-going assessments of the Contractor's adherence to the approach, methodologies, and financial proposal proposed by the Contractor in response to the Request for Proposal, and, from time to time, of the Contractor's performance of requirements specified in Task Authorizations.

10.0 LOCATION OF WORK, TRAVEL AND TIME

10.1 Location of Work

Work will take place primarily at the Contractor's place of business, with the exception of the facilitation of learning events. The Contractor will also be frequently required to provide services at CFSC's Bisson Campus in Gatineau, Quebec. Certain resources including the Learning Product Manager, Graphic Designer, CRP/SME Coordinator and Documentation Specialists will be expected to be onsite on the Bisson Campus for the majority of the time required to perform requested tasks. The Contractor will also be frequently required to provide services locations throughout Canada, the United States, and at overseas locations, as detailed in individual Task Authorization Forms.

The facilitation of learning events will take place throughout Canada, North America and at overseas locations. Events in the National Capital Region will be delivered at the Bisson campus in Gatineau, Quebec, Canada, at client sites, or in locations determined by the CFSC Project Authority or his/her delegated representative in accordance with criteria established by or deemed acceptable to CFSC. Events may be delivered at the Contractor's facilities if suitable, cost effective and approved by CFSC. Events may also be delivered at the third-party facilities proposed by the Contractor's event coordination and administration personnel if the facilities are suitable, cost effective and approved by CFSC.

10.2 Travel

If a facilitator is required to travel outside of the NCR, the Greater Toronto Area, the Greater Montreal Area, Kingston, and the Greater Vancouver Area or Halifax to facilitate a CFSC intercultural learning event, or a country resource person or subject matter expert is required to travel to contribute to a learning event in a location specified in an individual Task Authorization form, CFSC will pay travel and living costs in addition to the professional fees proposed for facilitation (the base per diem rates do not include travel and living costs). The Contractor must ensure that travel costs are minimized and subject to pre-approval by the appropriate CFSC authority.

CFSC will also reimburse the Contractor for the cost of travel and accommodation for resources required to attend professional development activities, in accordance with, but not to exceed, the current versions of Treasury Board Guidelines for Travel and Living Expenses. Travel arrangements will be made at the most economical available advance booking fare and CFSC shall not be responsible for any additional travel costs incurred by the Contractor's resources. CFSC will not remunerate the Contractor or its resources or pay honoraria for the time spent attending required professional development activities. In specialized areas such as international learning events or Election Observer missions, CFSC will retain discretion over offering honoraria and/or reimbursing associated travel and living costs to the contracted resources for necessary knowledge or skill development.

The Contractor is responsible for ensuring the health and safety of its personnel, including obtaining all recommended vaccinations, medical insurance and other health or safety considerations.

10.3 Time of Work

It is anticipated that approximately 70% of learning events will be delivered Monday to Friday and approximately 30% of learning events delivered on weekends. Event coordination and facilitation services will be required Monday to Sunday, between the hours of 8:00 am and 5:00 pm (Local Time).

11.0 LANGUAGE OF WORK

As an Agency of the federal government, CFSC is required under the Official Languages Act to provide its services in the official language of its clients' choice.

The Contractor must be responsible for ensuring capability and capacity to facilitate learning events in English, French, and bilingually (English and French), as required in each individual Task Authorization form.

The Contractor must ensure that all verbal and written communication with CFSC is in the preferred language of the CFSC Project Authority. If learning event participants are required to communicate by telephone with the Contractor or his/her representatives, the Contractor must ensure that all persons, including receptionists and other contacts who will be receiving these calls, are bilingual.

Where it is stated that a Contractor resource must have proficiency in English, proficiency is deemed to be at level 4 – Advanced Professional Proficiency, or higher. Where it is stated that a Contractor resource must have proficiency in French, proficiency is deemed to be at level 4 – Advanced Professional Proficiency, or higher. Where it is stated that a Contractor resource must have proficiency in either English or French, proficiency is deemed to be at level 4 – Advanced Professional Proficiency, or higher in one of the two (2) official languages. Where it is stated that a Contractor resource must have proficiency in English and French, proficiency is deemed to be at level 4 – Advanced Professional Proficiency, or higher, in one of the two (2) official languages and at level 3 – General Professional Proficiency, or higher, in the other of the two (2) official languages, according to the DFAIT language scales.

For more information regarding the DFAIT language scales, refer to http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng&view=d.

12.0 GLOSSARY OF ACRONYMS AND TERMS

Acronyms used in this Statement of Work are defined as follows:

CFSC:	Centre for Intercultural Learning (refer to website below for an overall description)
CFSI:	Canadian Foreign Service Institute
CIDA:	Canadian International Development Agency
CIISD:	Canadian and International Industrial Security Directorate
DFAIT:	Department of Foreign Affairs and International Trade (Refer to website below for information on the department)
NCR:	National Capital Region
NGO	Non-Governmental Organization
QA:	Quality Assurance
SoW:	Statement of Work

Terms used in this Statement of Work are defined as follows:

Consultation:	Consultation is defined as all other work aside from learning event delivery & facilitation and may include tasks related to intercultural facilitation, organizational development, and research and development.
Country Information:	Refers to country-specific information (in print and/or electronic format) provided to event participants. CFSC gathers this information from subscribed sources. A typical example is provided in the Reference – Websites and Links section below.
Event:	Overarching term for any activity (course, program, briefing, workshop sessions, retreats) included in this document.
- Learning Event:	Refers to an event which features learning participants and facilitator(s) in the same training room or facility at the same time.
Participant:	Refers to a third-party learner participating in a CFSC event.
- Non-Traveling Participant:	Refers to a participant in a CFSC event who lives or is required to travel 50 kilometres or less to the location where the event is delivered
-Traveling Participant:	Refers to a participant in a CFSC event who lives or is required to travel more than 50 kilometres from the location where the event is delivered
Treasury Board:	Cabinet Committee that manages the government's financial, personnel and administrative responsibilities, as well as approving regulations and most Orders in Council requiring Governor in Council approval.

13.0 REFERENCES - WEBSITES AND LINKS

Centre for Intercultural Learning – reference for an overall description of CFSC, including events, information services, research publications and contact information:

www.intercultures.gc.ca

Treasury Board Home Page – reference for Government of Canada Hospitality and Travel directives:

http://www.tbs-sct.gc.ca/index_e.asp

Foreign Affairs and International Trade Canada Home Page:

<http://www.international.gc.ca>

Foreign Affairs and International Trade Canada Language Scales:

http://www.international.gc.ca/ifait-iaeci/test_levels-niveaux.aspx?lang=eng&view=d

Example Country Information package - English:

<http://www.international.gc.ca/cfsi-icse/cil-cai/pdf/RussiaCompilation2011-en.pdf>

Example Country Information package - French:

<http://www.international.gc.ca/cfsi-icse/cil-cai/pdf/RussiaCompilation2011-fr.pdf>

Definitions of the National Zone, Regions and Metropolitan Areas

<http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/dznrrm-dnzmra-eng.html>

ANNEX B

BASIS OF PAYMENT

For work performed in accordance with the Contract, the Contractor will be paid as specified below

1.0 Learning Event Coordination and Administration

Upon the satisfactory completion of the learning event, the Contractor will be paid firm all-inclusive per diem rates (\$CAN) listed in Table B1 below for the provision of coordination and administration services for learning events.

Table B1

Resource Category	Initial Contract Period	Option Year
	Per Diem Rate (\$)	Per Diem Rate (\$)
Coordinators (including Coordination Manager)		
Document Production Specialist		

2.0 Learning Event Delivery & Facilitation

Upon the satisfactory completion of the learning event, the Contractor will be paid a firm all-inclusive per diem rate (\$CAN) listed in Table B2 below for the provision of delivery and facilitation services for intercultural learning events.

2.1 Learning Events Delivered in Canada

Table B2.1

Event Location	Event Duration	Initial Contract Period	Option Year
		Per Diem Rate (\$)	Per Diem Rate (\$)
NCR (travel costs included)	0.5 day		
	1 day		
	2 days		
	3 days		
	>3 days (avg. 5)		
Toronto, Montreal & Kingston (travel costs included)	0.5 day		
	1 day		
	2 days		
	3 days		
	>3 days (avg. 5)		
Vancouver (travel costs included)	0.5 day		
	1 day		
	2 days		
	3 days		

Halifax (travel costs included)	0.5 day		
	1 day		
	2 days		
	3 days		
	>3 days (avg. 5)		
Other locations within Canada (travel costs excluded)	0.5 day		
	1 day		
	2 days		
	3 days		
	>3 days (avg. 5)		

For learning events with 1.5 and 2.5 day durations, the 1 day and 2 day event duration rates, respectively, will be prorated accordingly.

For an event with 1.5 days duration:

Professional fees = 1.5 x the Firm all-inclusive per diem rate for learning events with 1 day duration

For an event with 2.5 days duration:

Professional fees = 2.5 x the Firm all-inclusive per diem rate for learning events with 2 days duration

2.2 Specialized Learning Events and Process Facilitation Events within Canada and Internationally

Table B2.2

Type of Event	Initial Contract Period	Option Year
	Per diem rate (\$)	Per diem rate (\$)
Specialized Events (locations in Canada and international) (travel costs excluded)		

3.0 Provision of Country Resource Personnel & Subject Matter Experts to support Learning Events

3.1 Country Resource Personnel

Upon the satisfactory completion of the learning event, the Contractor will be paid a firm all-inclusive per diem rate (\$CAN) listed in Table B3.1 below for the provision of country resource personnel to support learning events.

Table B3.1

Resource Type	Duration of In-Classroom Involvement	Initial Contract Period	Option Year
		Per Diem Rate (\$)	Per Diem Rate (\$)
Country Resource Personnel	0.5 day		
	1 day		

3.2 Subject Matter Experts

Upon the satisfactory completion of the learning event, the Contractor will be paid a firm all-inclusive percentage **mark up** (%), not to exceed 15% listed in Table B3.2 below for the provision of subject matter experts to support learning events.

Table B3.2

Resource Type	Initial Contract Period	Option Year
	Mark-Up (%)	Mark-Up (%)
Subject Matter Experts		

4.0 Learning Event Design & Development

Upon the satisfactory completion of the Work, the Contractor will be paid a firm all-inclusive per diem rate (\$CAN) listed in Table B4 below for learning event design and development services.

Table B4

Initial Contract Period	Option Year
Per Diem Rate (\$)	Per Diem Rate (\$)

5.0 Learning Product Design Development Services

Upon the satisfactory completion of the Work, the Contractor will be paid firm all-inclusive per diem rates (\$CAN) listed in Table B5 below for learning product development services.

Table B5

Resource Category	Initial Contract Period	Option Year
	Per Diem Rate (\$)	Per Diem Rate (\$)
Learning Product Manager		
Instructional Designer – e-learning		
Writer		
Text Editor		
Graphic Designer		
Web Designer/ Developer		
Interactive Multi-media Designer and Developer		
Database Developer/ Administrator		
Videographer		
Video Editor		

6.0 Research and Strategic Advisory Services related to Learning

Upon the satisfactory completion of the Work, the Contractor will be paid a firm all-inclusive **per diem rate** (\$CAN) listed in Table B6 below for research and strategic advisory services related to learning programs.

Table B6

Resource Level	Initial Contract Period	Option Year
	Per Diem Rate (\$)	Per Diem Rate (\$)
senior		
intermediate		
support		

7.0 Related Services and Resources

Upon the satisfactory completion of the Work, the Contractor will be paid a firm all-inclusive per diem rate (\$CAN) listed in Table B7 below for related services and resources.

Table B7

Initial Contract Period	Option Period
Monthly rate per classroom (\$)	Monthly rate per classroom (\$)

8.0 Cost Reimbursable Expenses**8.1 Authorized travel and living expenses**

For the requirements relative to travel described in section 10.2 of the Statement of Work in Annex A

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead, in accordance with the meal, private vehicle and incidental expenses provided in Appendices B, C and D of the Treasury Board Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

All travel must have the prior authorization of the Project Authority..

The authorized travel and living expenses will be paid upon submission of an itemized statement supported by receipt vouchers. All payments are subject to government audit.

Canada will not accept any travel and living expenses for:

- a. work performed within the National Capital Region (NCR), the Greater Toronto Area, the Greater Montreal Area, Kingston, and the Greater Vancouver Area or Halifax . The NCR is defined in the *National Capital Act*, R.S.C. 1985, c. N-4, S.2. *The National Capital Act* is available on the Justice Website: <http://laws.justice.gc.ca/eng/acts/N-4/> and a definition of the Greater Toronto Area, the Greater Montreal Area and the Greater Vancouver Area is provided in section 12.0 of Annex A and on the following website: <http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/dznrrm-dnzmra-eng.html>;
- b. travel between the successful bidder's place of business and the NCR, the Greater Toronto Area, the Greater Montreal Area, Kingston, and the Greater Vancouver Area or Halifax; and
- c. the relocation of resources

Total Estimated Cost of Authorized Travel and Living Expenses: \$ _____

8.2 Other Direct Expenses

The Contractor will be reimbursed the other direct expenses it reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and administrative overhead. These expenses will be paid upon submission of an itemized statement supported by receipt vouchers.

Total Estimated Cost of Other Direct Expenses: \$ _____

Total Estimated Cost- Cost Reimbursable Expenses: \$ _____

9.0 Cancellation of Learning Events

9.1 Event Coordination & Administration

- a) In the event that a confirmed learning event is cancelled through no fault of the Contractor, the Contractor shall be paid based on the work performed prior to cancellation of the event.
- b) In order to be entitled to payment, the Contractor shall provide a statement of the degree to which the activities had been completed at the time of receipt of the cancellation notice. The CFSC Project Authority and/or the PWGSC Contract Authority may from time-to-time review the Contractor's file with the supporting evidence to verify the said statement. Should the Project Authority require additional evidence not contained in the file, the Contractor shall do so at its own expense.
- c) In all cases, direct expenses related to training facilities, participant amenities, and participant expenses shall be reimbursed when the Contractor produces proof of an imposed cancellation fee by a service provider. Subcontractors engaged by the Contractor for the services under this contract are not deemed to be a direct expense in relation to the cancellation clauses herein.

9.2 Event Delivery & Facilitation

In the event that the delivery of a confirmed learning event is cancelled through no fault of the Contractor, the Contractor shall be paid as follows:

- i) Where the notice of cancellation is received 6 to 10 business days prior to the confirmed delivery start date, the Contractor shall be paid an amount corresponding to 25% of the applicable fixed/firm price for learning event delivery and facilitation services.
- ii) Where the notice of cancellation is received 5 or fewer business days prior to the confirmed delivery start date, the Contractor shall be paid an amount corresponding to 60% of the applicable fixed price for learning event delivery and facilitation services.

10.0 Definition of a Day

10.1 For Learning Event Delivery and Facilitation, a work day is defined as the time required for the full extent of event delivery as described in section 3.2 of the Statement of Work. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave.

10.2 For all other roles functions (excluding those in 9.1 above), a day is defined as 8 hours of work, exclusive of meal breaks. Payment shall be made for days actually worked, with no provision for annual leave, statutory holidays and sick leave. If time worked is more or less than a day, the daily rate shall be prorated to reflect the actual time worked.

The formula to be used for the purpose of prorating a day is as follows:

$$\frac{\text{Number of Hours Worked}}{8 \text{ hours}} \times \text{The Firm all-inclusive rate}$$

ANNEX C

SECURITY REQUIREMENTS CHECK LIST (SRCL) LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine		FAC/ITCAN (DFAIT)		2. Branch or Directorate / Direction générale ou Direction CFSC	
3. a) Subcontract Number / Numéro du contrat de sous-traitance			3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant		
4. Brief Description of Work / Brève description du travail Blended Learning Program Design, Development, Facilitation, Coordination and Support					
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?				<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui	
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?				<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui	
6. Indicate the type of access required / Indiquer le type d'accès requis					
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)				<input type="checkbox"/> No Non <input checked="" type="checkbox"/> Yes Oui	
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.				<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui	
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?				<input checked="" type="checkbox"/> No Non <input type="checkbox"/> Yes Oui	
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès					
Canada <input checked="" type="checkbox"/>		NATO / OTAN <input type="checkbox"/>		Foreign / Étranger <input type="checkbox"/>	
7. b) Release restrictions / Restrictions relatives à la diffusion					
No release restrictions Aucune restriction relative à la diffusion		<input checked="" type="checkbox"/>		All NATO countries Tous les pays de l'OTAN <input type="checkbox"/>	
Not releasable À ne pas diffuser		<input type="checkbox"/>		Not releasable À ne pas diffuser <input type="checkbox"/>	
Restricted to: / Limité à : Specify country(ies): / Préciser le(s) pays :		<input type="checkbox"/>		Restricted to: / Limité à : Specify country(ies): / Préciser le(s) pays : <input type="checkbox"/>	
Restricted to: / Limité à : Specify country(ies): / Préciser le(s) pays :		<input type="checkbox"/>		Restricted to: / Limité à : Specify country(ies): / Préciser le(s) pays : <input type="checkbox"/>	
7. c) Level of information / Niveau d'information					
PROTECTED A PROTÉGÉ A <input checked="" type="checkbox"/>		NATO UNCLASSIFIED NATO NON CLASSIFIÉ <input type="checkbox"/>		PROTECTED A PROTÉGÉ A <input type="checkbox"/>	
PROTECTED B PROTÉGÉ B <input checked="" type="checkbox"/>		NATO RESTRICTED NATO DIFFUSION RESTREINTE <input type="checkbox"/>		PROTECTED B PROTÉGÉ B <input type="checkbox"/>	
PROTECTED C PROTÉGÉ C <input type="checkbox"/>		NATO CONFIDENTIAL NATO CONFIDENTIEL <input type="checkbox"/>		PROTECTED C PROTÉGÉ C <input type="checkbox"/>	
CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>		NATO SECRET NATO SECRET <input type="checkbox"/>		CONFIDENTIAL CONFIDENTIEL <input type="checkbox"/>	
SECRET SECRET <input checked="" type="checkbox"/>		COSMIC TOP SECRET COSMIC TRÈS SECRET <input type="checkbox"/>		SECRET SECRET <input type="checkbox"/>	
TOP SECRET TRÈS SECRET <input type="checkbox"/>				TOP SECRET TRÈS SECRET <input type="checkbox"/>	
TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>				TOP SECRET (SIGINT) TRÈS SECRET (SIGINT) <input type="checkbox"/>	

No Yes

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

No Yes

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity:
Dans l'affirmative, indiquer le niveau de sensibilité :

No Yes
Non Oui

Document Number / Numéro du document :

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- | | | | |
|---|---|--|--|
| <input type="checkbox"/> RELIABILITY STATUS
COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL
CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET
SECRET | <input type="checkbox"/> TOP SECRET
TRÈS SECRET |
| <input type="checkbox"/> TOP SECRET– SIGINT
TRÈS SECRET – SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL
NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET
NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET
COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS
ACCÈS AUX EMPLACEMENTS | | | |

Special comments:
Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.
REMARQUE : Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?
If Yes, will unscreened personnel be escorted?
Dans l'affirmative, le personnel en question sera-t-il escorté?

No Yes
Non Oui
 No Yes
Non Oui

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?
11. b) Will the supplier be required to safeguard COMSEC information or assets?
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

No Yes
Non Oui
 No Yes
Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

No Yes
Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

No Yes
Non Oui
No Yes
Non Oui

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises. Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions. Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category Catégorie	PROTECTED PROTÉGÉ			CLASSIFIED CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL	SECRET	TOP SECRET	NATO RESTRICTED	NATO CONFIDENTIAL	NATO SECRET	COSMIC TOP SECRET	PROTECTED PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET
				CONFIDENTIEL		TRÈS SECRET	NATO DIFFUSION RESTREINTE	NATO CONFIDENTIEL		COSMIC TRÈS SECRET	A	B	C	CONFIDENTIEL		TRÈS SECRET
Information / Assets Renseignements / Biens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Production	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
IT Media / Support TI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
IT Link / Lien électronique	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE? No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).
Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

ANNEX D

TASK AUTHORIZATION FORM

Contract Number:	Project Code and Commitment:
Program/Project Manager:	Task Number:
Task Title:	

1.0 To be completed by the Project Authority:

You are requested to consider the following projected tasks and to submit, within **two (2)** calendar days, your proposal for the performance of this Work, in accordance with the provisions of the TASK AUTHORIZATION clause of the above reference contract.

1.1 Description:

Pursuant to the Annex A - Statement of Work and Annex B - Basis of Payment, the Centre for Intercultural Learning requires the following services:

1.2 Deliverables:

1.3 Projected required delivery date:

Project Authority

Name

Signature

Date

3.0 Approvals:

Statement of Requirement:

The contractor shall perform the Work in accordance with:

- The Statement of Requirement attached hereto.
- The contractor's Technical Proposal for the Task Authorization, dated Remark: If clarification were requested from the Contractor, add, as applicable: as clarified by the Contractor's dated

Deliverables:

- as specified in the Statement of Requirement attached hereto.
- as specified in the Contractor's Technical Proposal specified above for the Task Authorization.
- as follows:

Specify:

Delivery Date(s):

Approved:

Name

Signature

Date

ANNEX E

RESOURCE PROPOSAL FORM

Pursuant to the Article, “ *Resources Proposed by the Contractor to Perform the Work and Replacements Thereof*” of the Contract, the Contractor must complete this form in response to a task authorization and/or amendment thereto.

Contract #: TBD

Task Authorization #: _____ / **Task Authorization Amendment #:** _____

Date: _____

Name(s) of Proposed Resource(s) and Resource Category

In accordance with the Article, “*Resource Proposed by the Contractor to Perform the Work and Replacements Thereof*” of the Contract, for **each resource proposed** for the first time or replacement of personnel, the following must be submitted:

1. A résumé to demonstrate the resource(s) ability to perform the Work as outlined in SoW, Annex A as well as the resources' possession of the minimum qualifications set out in Article 8.0 therein respectively;
2. Indicate the proposed resource's security status, and provide the resource's full name, middle name and date of birth;

It is agreed and understood that the Resource Proposal must include all necessary information to demonstrate that each of the proposed resources meet the qualifications and status as defined in the Statement of Work.

ANNEX F

48-HOUR REPORT FORM



CANADIAN FOREIGN SERVICE INSTITUTE
CENTRE FOR INTERCULTURAL LEARNING

48-HOUR REPORT

Internal CIL document – 12/2011

Please send your 48-Hour Report to the coordinator with the CIL Learning Advisor in cc.

Is there an immediate follow-up requested regarding any of the issues mentioned below? Yes No
If so, what is the subject?

To be completed by the Learning Advisor when appropriate

Course Title:

Course Location and Date:

Prg #:

Facilitator Name:

Report Date:

FACILITATOR'S COMMENTS

1. Describe the client (name, new, existing, etc.), type of training, country(ies) or project(s):

2. Describe the participant group (size, gender break-down, group diversity and other characteristics):

3. Describe the program, referring to existing lesson plans or road maps. If new road maps were developed, please attach:

4. If applicable, any comments or concerns about Country Resource Persons or Subject Matter Experts?

5. If applicable, describe at least one situation (on topics of adaptation, communication, development or others) used during the course that could serve to enrich CIL's bank of case studies or critical incidents. To present the decoding of a situation, you may use the model provided below:

Situation:

Behaviour (CDN)	Behaviour (other)
Norms:	Norms:
Values:	Values:
Bridge(s):	
6. Logistical Details - comment on the facilities, catering, audio-visual equipment:	
7. Recommendations - for the Coordination Unit, Learning Advisor, CIL Marketing or others (please specify):	
8. Additional comments:	

To be completed by the Coordinator			
Coordinator:		Learning Advisor:	
Client Organization / Canadian Executing Agency:		AL Kit / On-site coordination:	
No. of pax to invoice CIL:		No. of pax to invoice CIDA (# women and # men):	
Course duration:		Letter of Agreement (if applicable, please specify amount):	
		Hospitality request (yes or N/A):	
Coordinator's comments on the 48-Hour Report and course delivery:			
Recommendations and proposed actions:			

Solicitation No. – N° de l'invitation
08349-110380/A

Amd. No. – N° de la modif.

Buyer ID – Id de l'acheteur
504zf

Client Ref No. – N° de réf. du client
08349-110380

File No. – N° du dossier
504zf08349-110380

CCC No./ N° CCC – FMS No./ N° VME

Summary of Evaluations:

Solicitation No. – N° de l'invitation
08349-110380/A

Amd. No. – N° de la modif.

Buyer ID – Id de l'acheteur
504zf

Client Ref No. – N° de réf. du client
08349-110380

File No. – N° du dossier
504zf08349-110380

CCC No./ N° CCC – FMS No./ N° VME

ANNEX G

COURSE EVALUATION FORM



Evaluation questionnaire

Course Title: _____

Facilitator: _____ Date: _____

Country of Assignment: _____ PRG #: _____

Name (optional): _____

Place a check mark in the box corresponding to your response.

Environment and Logistics	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
1. The facilities and equipment were favourable to learning.					

Content and Design	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
2. The learning objectives were relevant, clear and concise.					
3. The depth of the content was appropriate.					
4. The content was logically sequenced.					
5. The balance between theory and practice was adequate.					
6. The learning materials were well organized and useful.					

Overall Results	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
7. The objectives were attained.					
8. There was adequate opportunity for me to ask questions and dialogue.					
9. My knowledge and/or skills increased as a result of this course.					
10. I feel confident in being able to apply the learning.					
11. Overall, the course content met my needs.					

Comments (some things I learned, I liked, I would suggest):

SEE REVERSE →

Facilitator	Strongly Disagree			Strongly Agree	
	1	2	3	4	5
1. Made positive contribution towards achieving learning objectives.					
2. Was well prepared and organized.					
3. Created an environment of trust.					
4. Initiated group interaction and participation.					
5. Overall, the facilitation process met my needs.					

Comments:

Country Resource Person	Name: _____	Strongly Disagree			Strongly Agree	
	Country: _____	1	2	3	4	5
1. Made positive contribution towards achieving learning objectives.						
2. Was well prepared and organized.						
3. Had good presentation skills.						
4. Was responsive to participants' needs and interests.						
5. Overall, I was satisfied with the Country Resource Person.						

Comments:



Government of Canada / Gouvernement du Canada

Contract Number / Numéro du contrat 08349-110380
Security Classification / Classification de sécurité UNCLASSIFIED

DFAIT# 60-00979

SECURITY REQUIREMENTS CHECK LIST (SRCL)
LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine Foreign Affairs and International Trade		2. Branch or Directorate / Direction générale ou Direction CFSC
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail Intercultural Learning Program Coordination, Facilitation and Support Services		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of Information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO RESTRICTED <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO DIFFUSION RESTREINTE <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET <input checked="" type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>	NATO SECRET <input type="checkbox"/>	TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) <input type="checkbox"/>	NATO SECRET <input type="checkbox"/>	TOP SECRET (SIGINT) <input type="checkbox"/>
TRÈS SECRET (SIGINT) <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	TRÈS SECRET (SIGINT) <input type="checkbox"/>

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
UNCLASSIFIED

Canada



Government of Canada
Gouvernement du Canada

Contract Number / Numéro du contrat

08349 - 110380

Security Classification / Classification de sécurité
UNCLASSIFIED

DFAT # 60-00979

PART A (continued) / PARTIE A (suite)

3 Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets? No Yes
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS? Non Oui

If Yes, indicate the level of sensitivity:

Dans l'affirmative, indiquer le niveau de sensibilité :

9 Will the supplier require access to extremely sensitive INFOSEC information or assets? No Yes
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate? Non Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

- | | | | |
|--|---|--|--|
| <input type="checkbox"/> RELIABILITY STATUS
COTE DE FIABILITÉ | <input type="checkbox"/> CONFIDENTIAL
CONFIDENTIEL | <input checked="" type="checkbox"/> SECRET
SECRET | <input type="checkbox"/> TOP SECRET
TRÈS SECRET |
| <input type="checkbox"/> TOP SECRET-SIGINT
TRÈS SECRET - SIGINT | <input type="checkbox"/> NATO CONFIDENTIAL
NATO CONFIDENTIEL | <input type="checkbox"/> NATO SECRET
NATO SECRET | <input type="checkbox"/> COSMIC TOP SECRET
COSMIC TRÈS SECRET |
| <input type="checkbox"/> SITE ACCESS
ACCÈS AUX EMPLACEMENTS | | | |

Special comments:

Commentaires spéciaux :

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.

REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work? No Yes
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail? Non Oui

If Yes, will unscreened personnel be escorted?

Dans l'affirmative, le personnel en question sera-t-il escorté?

No Yes
 Non Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises? No Yes
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS? Non Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets? No Yes
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC? Non Oui

PRODUCTION

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises? No Yes
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ? Non Oui

INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data? No Yes
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS? Non Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency? No Yes
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale? Non Oui

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité

UNCLASSIFIED

Canada



PART C - (continued) / PARTIE C - (suite)

For users completing the form manually use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.
Les utilisateurs qui remplissent le formulaire manuellement doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form online (via the Internet), the summary chart is automatically populated by your responses to previous questions.
Dans le cas des utilisateurs qui remplissent le formulaire en ligne (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / Renseignements / Biens / Production																
IT Media / Support TI / IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?

La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?

La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

No / Non Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).

Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Table A1 Learning Event Coordination & Administration

Category	A ₁ Estimated Average Level of Effort per Year (days)	Initial Contract Period		Option Year		C ₁ + E ₁ Sub-Total
		B ₁ Per diem rate (\$)	C ₁ Sub-Total 3A ₁ x B ₁	D ₁ Per Diem rate (\$)	E ₁ Sub-Total A ₁ x D ₁	
Coordination and Administration	1080	\$	-	\$	-	\$
Document Production Specialists	240	\$	-	\$	-	\$
Sub-Total (Table A1):						\$

Table A2.1 Learning Event Delivery and Facilitation (in Canada)

	Initial Contract Period		Option Year				
	A _{2.1}	B _{2.1}	C _{2.1}	D _{2.1}	E _{2.1}	F _{2.1}	D _{2.1} + F _{2.1}
	Event Duration (Days)	Estimated Average Number of Events per Year	Per diem rate (\$)	Sub-Total A _{2.1} x 3B _{2.1} x C _{2.1}	Per diem rate (\$)	Sub-Total A _{2.1} x B _{2.1} x E _{2.1}	Sub-Total
NCR (travel costs included)	0.5	10	\$	-		\$	\$
	1 - 1.5	17	\$	-		\$	\$
	2 - 2.5	33	\$	-		\$	\$
	3 - >3 (avg. 5)	15	\$	-		\$	\$
Toronto, Montreal & Kingston (travel costs included)	0.5	13	\$	-		\$	\$
	1 - 1.5	35	\$	-		\$	\$
	2 - 2.5	35	\$	-		\$	\$
	3 - >3 (avg. 5)	15	\$	-		\$	\$
Vancouver (travel costs included)	0.5	2	\$	-		\$	\$
	1 - 1.5	2	\$	-		\$	\$
	2 - 2.5	4	\$	-		\$	\$
	3 - >3 (avg. 5)	2	\$	-		\$	\$
Halifax (travel costs included)	0.5	1	\$	-		\$	\$
	1 - 1.5	3	\$	-		\$	\$
	2 - 2.5	4	\$	-		\$	\$
	3 - >3 (avg. 5)	2	\$	-		\$	\$
Other locations within Canada (travel costs excluded)	0.5	12	\$	-		\$	\$
	1 - 1.5	21	\$	-		\$	\$
	2 - 2.5	40	\$	-		\$	\$
	3 - >3 (avg. 5)	20	\$	-		\$	\$
Sub-Total (Table A2.1)							\$

Table A2.2 Specialized Learning Events and Process Facilitation Events delivered within Canada and Internationally

	Initial Contract Period		Option Year	
	C _{2.2}	D _{2.2}	E _{2.2}	F _{2.2}
Average Level of Effort per Event per Facilitator (Days)	A _{2.2}	B _{2.2}	Estimated Average Number of Events per Year	
	20	35		
	Per diem rate (\$)	Sub-Total A _{2.2} x 3B _{2.2} x C _{2.2}	Per diem rate (\$)	Sub-Total x B _{2.2} x E _{2.2}
		\$ -		\$ -
Specialized Events (International and Canadian locations) (travel costs excluded)				
Sub-Total (Table A2.2)		\$		\$
				D _{2.2} + F _{2.2}
				Sub-Total
				\$ -
				\$ -

Table A3.2 Provision of Subject Matter Experts

Resource Type	A _{3.2} Estimated Average Number of SME LoE per Year (Days)	B _{3.2} Estimated Average SME per Diem Rate	Initial Contract Period		Option Year		
			C _{3.2} Mark Up (%)	D _{3.2} Sub-Total A _{3.2} x 3B _{3.2} + C _{3.2}	E _{3.2} Mark Up (%)	F _{3.2} Sub-Total A _{3.2} x B _{3.2} + E _{3.2}	D _{3.2} + F _{3.2} Sub-Total
Subject Matter Experts	150	\$ 916.00		\$ 412,200.00		\$ 137,400.00	\$ 549,600.00
Sub-Total - (Table A3.1)				\$ 412,200.00		\$ 137,400.00	\$ 549,600.00

Table A4 Learning Event Design and Development

	Initial Contract Period		Option Year		C ₄ + E ₄ Sub-Total
	B ₄	C ₄	D ₄	E ₄	
Estimated Average Level of Effort per Year (Days)		Sub-Total 3A ₄ x B ₄	Per diem rate (\$)	Sub-Total A ₄ x D ₄	
70		\$ -		\$ -	\$ -
Sub-Total (Table A4)					\$ -

Table A5 Learning Product Design and Development

Category	A ₅ Estimated Average Level of Effort (Days) per Year	Initial Contract Period		Option Year		C ₅ + E ₅ Sub-Total
		B ₅ Per diem rate (\$)	C ₅ Sub-Total x B ₅ 3A ₅	D ₅ Per diem rate (\$)	E ₅ Sub-Total A ₅ x D ₅	
Learning Product Manger	160		\$ -		\$ -	\$ -
Instructional Designer - eLearning	100		\$ -		\$ -	\$ -
Writer	130		\$ -		\$ -	\$ -
Editor	40		\$ -		\$ -	\$ -
Graphic Designer	280		\$ -		\$ -	\$ -
Web Designer/Developer	110		\$ -		\$ -	\$ -
Interactive Multitmedia Designer and Developer	110		\$ -		\$ -	\$ -
Database Developer/ Administrator	165		\$ -		\$ -	\$ -
Videographer	20		\$ -		\$ -	\$ -
Video Editor	20		\$ -		\$ -	\$ -
Sub-Total (Table A5)						
			\$ -		\$ -	\$ -

Table A6 Research and Strategic Advisory Services

Resource Level	Initial Contract Period		Option Year		Sub-Total $A_4 \times D_4$	Sub-Total $C_4 + E_4$
	A_4 Estimated Average Level of Effort per Year (Days)	B_4 Per diem rate (\$)	C_4 Sub-Total $\times B_4$ $3A_4$	D_4 Per diem rate (\$)		
Senior	40		\$ -		\$ -	\$ -
Intermediate	25		\$ -		\$ -	\$ -
Support	20		\$ -		\$ -	\$ -
Sub-Total (Table A4)						
					\$ -	\$ -

Table A7 Related Services and Resources

	Initial Contract Period		Option Year		C ₇ + E ₇
	B ₇	C ₇	D ₇	E ₇	
Estimated Number of Required Classrooms	Monthly rate per classroom (\$)	Sub-Total 3A ₇ x 12 months x B ₇	Monthly rate per classroom (\$)	Sub-Total A ₇ x 12 months x D ₇	Sub-Total
15	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-Total (Table A7)					\$ -

Table A8 - Total Bid Price

Category	Table	Sub-Totals
1.0 Learning Event Coordination and Administration	Table A1	\$ -
2.0 Learning Event Delivery and Facilitation		
2.1 Learning Event Delivery and Facilitation Locations in Canada	Table A2.1	\$ -
2.2 Specialized Learning Event Delivery and Facilitation Events Delivered within Canada and in International Locations	Table A2.2	\$ -
3.0 Provision of Country Resource Personnel and Subject Matter Experts		
3.1 Provision of Country Resource Personnel	Table 3.1	\$ -
3.2 Provision of Subject Matter Experts	Table 3.2	\$ 549,600.00
4.0 Learning Event Design and Development	Table 4	\$ -
5.0 Learning Product Design and Development	Table 5	\$ -
6.0 Research and Strategic Advisory Services Related to Learning	Table 6	\$ -
7.0 Related Service and Resources	Table 7	\$ -
Total Bid Price (Table A8)		\$ 549,600.00