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Place du Portage , Phase III  
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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**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
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Division des services de gestion des affaires et de  
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11 Laurier St. / 11, rue Laurier  
10C1, Place du Portage  
Gatineau, Québec K1A 0S5

<b>Title - Sujet</b> Defence Sector Research & Analysis	
<b>Solicitation No. - N° de l'invitation</b> UT830-176481/A	<b>Date</b> 2018-02-02
<b>Client Reference No. - N° de référence du client</b> UT830-176481	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$ZG-411-32162	
<b>File No. - N° de dossier</b> 411zg.UT830-176481	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2018-03-19</b>	<b>Time Zone Fuseau horaire</b> Eastern Standard Time EST
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Baker(411zg), Roxane	<b>Buyer Id - Id de l'acheteur</b> 411zg
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<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b> DEPARTMENT OF INDUSTRY CANADA 7TH FLOOR EAST 235 QUEEN ST OTTAWA Ontario K1A0H5 Canada	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

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

**INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA (ISED) DEFENCE  
SECTOR RESEARCH & ANALYSIS SERVICES IN SUPPORT OF THE GOVERNMENT OF  
CANADA'S DEFENCE PROCUREMENT STRATEGY**

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## **INNOVATION, SCIENCE AND ECONOMIC DEVELOPMENT CANADA (ISED) DEFENCE SECTOR RESEARCH & ANALYSIS SERVICES IN SUPPORT OF THE GOVERNMENT OF CANADA'S DEFENCE PROCUREMENT STRATEGY**

Bid solicitation # UT830-176481/A for the provision of professional services to enhance the analytical foundation underlying Canada's evidence-based approach to decision-making under its Defence Procurement Strategy (DPS). The Scope of Work includes: Work Area 1: Industrial and Technological Benefits Value Proposition; Work Area 2: Support for the Broader Defence Procurement Strategy; and Work Area 3: Enhancement of defence analysis capacity.

### **PART 1 – GENERAL INFORMATION**

#### **1.1 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, and the basis of selection;
- Part 5 Certifications and Additional Information: includes the certifications and additional information 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 Pricing Schedule, Technical and Financial Criteria and Certifications Precedent to Contract Award.

The Annexes include the Statement of Work, Basis of Payment, Task Authorization Form and Non-Disclosure Agreement.

#### **1.2 Summary**

- 1.2.1 Innovation, Science and Economic Development Canada's (ISED), Industrial and Technological Benefits Branch (ITB), requires professional services to enhance the analytical foundation underlying Canada's evidence-based approach to decision-making under its Defence Procurement Strategy (DPS).

To inform its decision-making under the Defence Procurement Strategy, Canada relies on a combination of in-house research and analysis, industry consultations, and third-party expertise as required. Canada wishes to supplement these information sources by leveraging the expertise and know-how of an independent third-party with significant expertise and experience in providing research and analysis services related to the defence

market and industrial base, and specifically relating to the provision of advice on leveraging economic benefits from defence procurements.

The scope of work includes the following:

- Work Area 1: Industrial and Technological Benefits Value Proposition
- Work Area 2: Support for the Broader Defence Procurement Strategy
- Work Area 3: Enhancement of defence analysis capacity

The intent is to award one Contract commencing upon Contract award date up to and including March 31, 2021 with an irrevocable option on the part of Canada to extend the period of any resulting Contract by up to two (2) one (1) year periods.

- 1.2.2 The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).
- 1.2.3 The resulting contract will not include deliveries of services within locations that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirements for deliveries of services within locations that are subject to CLCAs will have to be treated as a separate procurement not forming part of the bid solicitation.

### **1.3 Debriefings**

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 from receipt of the results of the bid solicitation process. The debriefing may be in writing, by telephone or in person.

### **1.4 Phased Bid Compliance Process**

The Phased Bid Compliance Process (PBCP) applies to this requirement.

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## PART 2 – BIDDER INSTRUCTIONS

### 2.1 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) (<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 (2017-04-27), Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

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

Delete: 60 days

Insert: 120 calendar days.

#### 2.1.1 SACC Manual Clauses

A7035T (2007-05-25), List of Proposed Subcontractors

If the bid includes the use of subcontractors, the Bidder agrees, upon request from the Contracting Authority, to provide a list of all subcontractors including a description of the things to be purchased, a description of the work to be performed and the location of the performance of that work. The list should not include the purchase of off-the-shelf items, software and such standard articles and materials as are ordinarily produced by manufacturers in the normal course of business, or the provision of such incidental services as might ordinarily be subcontracted in performing the Work.

### 2.2 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.

### 2.3 Former Public Servant

Contracts awarded to 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 the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPS, bidders must provide in writing before contract award for each question below, the answer and, as applicable, the information required.

If the Contracting Authority has not received the answer to the question and, as applicable, the information required by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the answer and, as applicable, the information required. Failure to

comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

## 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 size of 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 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

As per the above definitions, is the Bidder a FPS in receipt of a pension?

Yes ( ) No ( )

If so, the Bidder must provide the following information for all FPS in receipt of a pension, as applicable:

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

By providing this information, bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2012-2](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

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## Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

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 Applicable Taxes.

## 2.4 Inquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than 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 question(s) or may request that the Bidder do so, so that the proprietary nature of the question(s) is eliminated and the enquiry can be answered to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

## 2.5 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.

## 2.6 Basis for Canada's Ownership of Intellectual Property

Innovation, Science and Economic Development Canada 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 material developed or produced consists of material subject to copyright, with the exception of computer software and all documentation pertaining to that software.



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## **2.7 Improvement of Requirement During Solicitation Period**

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 15 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

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## PART 3 – BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions

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

Section I: Technical Bid: [2 hard copies and 2 soft copies on CD, DVD or USB key];  
Section II: Financial Bid: [1 hard copy and 1 soft copy on CD, DVD or USB key];  
Section III: Certifications: [1 hard copy and 2 soft copies on CD, DVD or USB key]; and  
Section IV: Additional Information: [1 hard copy and 2 soft copies on CD, DVD or USB key].

If there is a discrepancy between the wording of the soft copy and the hard copy, the wording of the hard copy will have priority over the wording of the soft 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 \(http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html\)](http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html).

To assist Canada in reaching its objectives, bidders should:

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

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## Section II: Financial Bid

- A. Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Attachment 1 to Part 3.
- B. Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.

### C. SACC Manual Clauses

C3011T (2013-11-06), Exchange Rate Fluctuation

## Section III: Certifications

In Section III of their bid, bidders should provide the certifications required under Part 5 and, as applicable, any associated additional information.

## Section IV: Additional Information

In Section IV of their bid, bidders should provide:

1. their legal name;
2. their Procurement Business Number (PBN);
3. the name of the contact person (provide also this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regard to their bid, and any contract that may result from their bid;
4. for Part 2, article 2.3, Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information;

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## ATTACHMENT 1 TO PART 3, PRICING SCHEDULE

The Bidder should complete this pricing schedule and include it in its financial bid once completed. As a minimum, the Bidder must respond to this pricing schedule by including in its financial bid for each of the periods specified below its quoted all inclusive fixed daily rate (in CDN \$) for each of the resource categories identified in Table 1 on the next page.

The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule 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.

The rates included in this pricing schedule must include the total estimated cost of any travel and living expenses that may need to be incurred for the Work described in Part 7 of the bid solicitation inside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>).

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources required to satisfy its contractual obligations.

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Table 1 Applies to Work Area 1, section 6.1, Work Area 2, section 6.2 and Work Area 3 section 6.3 of the Statement of Work (Annex A).

**TABLE 1 – TASK BASED WORK**

<b>Period</b>	<b>Resource Categories</b>	<b>All-inclusive Fixed Daily Rate (CDN\$) (A)</b>
Initial Period: (Year 1 to Year 3) From contract award date to March 31, 2021	Project Principal	\$
	Subject Matter expert	\$
	Statistical Analyst	\$
Option Period 1: (Year 4): From April 1, 2021 to March 31, 2022	Project Principal	\$
	Subject Matter expert	\$
	Statistical Analyst	\$
Option Period 2: (Year 5): From April 1, 2022 to March 31, 2023	Project Principal	\$
	Subject Matter expert	\$
	Statistical Analyst	\$
<b>Total for Table 1:</b>		<b>\$ (BEP)</b>

The column A will add all the All-inclusive Fixed Daily rates of the table above to establish the BEP (Bid Evaluated Price).

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## PART 4 – EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical evaluation criteria.

An evaluation team composed of representatives of Canada will evaluate the bids.

Canada will use the Phased Bid Compliance Process described below.

#### 4.1.1 Phased Bid Compliance Process

##### 4.1.1.1 General

- a) Canada is conducting the Phased Bid Compliance Process (PBCP) described below for this requirement.
- b) Notwithstanding any review by Canada at Phase I or II of the Phased Bid Compliance Process, Bidders are and will remain solely responsible for the accuracy, consistency and completeness of their Bids and Canada does not undertake, by reason of this review, any obligations or responsibility for identifying any or all errors or omissions in Bids or in responses by a Bidder to any communication from Canada.

THE BIDDER ACKNOWLEDGES THAT THE REVIEWS IN PHASE I AND II OF THIS PHASED BID COMPLIANCE PROCESS ARE PRELIMINARY AND DO NOT PRECLUDE A FINDING IN PHASE III THAT THE BID IS NON-RESPONSIVE, EVEN FOR MANDATORY REQUIREMENTS WHICH WERE SUBJECT TO REVIEW IN PHASE I OR II AND NOTWITHSTANDING THAT THE BID HAD BEEN FOUND RESPONSIVE IN SUCH EARLIER PHASE. CANADA MAY DEEM A BID TO BE NON-RESPONSIVE TO A MANDATORY REQUIREMENT AT ANY PHASE. THE BIDDER ALSO ACKNOWLEDGES THAT ITS RESPONSE TO A NOTICE OR A COMPLIANCE ASSESSMENT REPORT (CAR) (EACH DEFINED BELOW) IN PHASE I OR II MAY NOT BE SUCCESSFUL IN RENDERING ITS BID RESPONSIVE TO THE MANDATORY REQUIREMENTS THAT ARE THE SUBJECT OF THE NOTICE OR CAR, AND MAY RENDER ITS BID NON-RESPONSIVE TO OTHER MANDATORY REQUIREMENTS.

- c) Without prejudice to its other rights, Canada shall have the right, in its absolute discretion, but shall not be obliged, to request and accept any time, before or after the solicitation closing date, and consider as part of the Bid, any document and materials from Bidders to clarify the Bid or to correct deficiencies or errors in the Bid that are not significant in Canada's absolute discretion, including all matters of form or error in computation or failure to confirm by signing or similarly verifying acceptance. This shall not limit Canada's right to request or accept any information after the bid solicitation closing in circumstances where the bid solicitation expressly provides for this right.
- d) The PBCP does not limit Canada's right under Standard Acquisition Clauses and Conditions (SACC) 2003 (2017-04-27) Standard Instructions – Goods or Services – Competitive Requirements nor Canada's right to request or accept any information during the solicitation period or after bid solicitation closing in circumstances where the bid solicitation expressly provides for this right, or in the circumstances described in subsection (c).
- e) Canada will send any Notice or CAR by any method Canada chooses, in its absolute discretion. The Bidder must submit its response by the method stipulated in the Notice or CAR. Responses are deemed to be received by Canada at the date and time they are

delivered to Canada by the method and at the address specified in the Notice or CAR. An email response permitted by the Notice or CAR is deemed received by Canada on the date and time it is received in Canada's email inbox at Canada's email address specified in the Notice or CAR. A Notice or CAR sent by Canada to the Bidder at any address provided by the Bidder in or pursuant to the Bid is deemed received by the Bidder on the date it is sent by Canada. Canada is not responsible for late receipt by Canada of a response, however caused.

#### **4.1.1.2 Phase I: Financial Bid**

- a) After the closing date and time of this bid solicitation, Canada will examine the Bid to determine whether it includes a Financial Bid and whether any Financial Bid includes all information required by the solicitation. Canada's review in Phase I will be limited to identifying whether any information that is required under the bid solicitation to be included in the Financial Bid is missing from the Financial Bid. This review will not assess whether the Financial Bid meets any standard or is responsive to all solicitation requirements.
- b) Canada's review in Phase I will be performed by officials of the Department of Public Works and Government Services.
- c) If Canada determines, in its absolute discretion that there is no Financial Bid or that the Financial Bid is missing all of the information required by the bid solicitation to be included in the Financial Bid, then the Bid will be considered non-responsive and will be given no further consideration.
- d) For Bids other than those described in c), Canada will send a written notice to the Bidder ("Notice") identifying where the Financial Bid is missing information. A Bidder, whose Financial Bid has been found responsive to the requirements that are reviewed at Phase I, will not receive a Notice. Such Bidders shall not be entitled to submit any additional information in respect of their Financial Bid.
- e) The Bidders who have been sent a Notice shall have the time period specified in the Notice (the "Remedy Period") to remedy the matters identified in the Notice by providing to Canada, in writing, additional information or clarification in response to the Notice. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the Notice.
- f) In its response to the Notice, the Bidder will be entitled to remedy only that part of its Financial Bid which is identified in the Notice. For instance, where the Notice states that a required line item has been left blank, only the missing information may be added to the Financial Bid, except that, in those instances where the addition of such information will necessarily result in a change to other calculations previously submitted in its Financial Bid, (for example, the calculation to determine a total price), such necessary adjustments shall be identified by the Bidder and only these adjustments shall be made. All submitted information must comply with the requirements of this solicitation.
- g) Any other changes to the Financial Bid submitted by the Bidder will be considered to be new information and will be disregarded. There will be no change permitted to any other Section of the Bidder's Bid. Information submitted in accordance with the requirements of this solicitation in response to the Notice will replace, in full, only that part of the original Financial Bid as is permitted above, and will be used for the remainder of the bid evaluation process.
- h) Canada will determine whether the Financial Bid is responsive to the requirements reviewed at Phase I, considering such additional information or clarification as may have been provided by the Bidder in accordance with this Section. If the Financial Bid is not found responsive for the requirements reviewed at Phase I to the satisfaction of Canada, then the Bid shall be

considered non-responsive and will receive no further consideration.

- i) Only Bids found responsive to the requirements reviewed in Phase I to the satisfaction of Canada, will receive a Phase II review.

#### **4.1.1.3 Phase II: Technical Bid**

- a) Canada's review at Phase II will be limited to a review of the Technical Bid to identify any instances where the Bidder has failed to meet any Eligible Mandatory Criterion. This review will not assess whether the Technical Bid meets any standard or is responsive to all solicitation requirements. Eligible Mandatory Criteria are all mandatory technical criteria that are identified in this solicitation as being subject to the Phased Bid Compliance Process. Mandatory technical criteria that are not identified in the solicitation as being subject to the Phased Bid Compliance Process, will not be evaluated until Phase III.
- b) Canada will send a written notice to the Bidder (Compliance Assessment Report or "CAR") identifying any Eligible Mandatory Criteria that the Bid has failed to meet. A Bidder whose Bid has been found responsive to the requirements that are reviewed at Phase II will receive a CAR that states that its Bid has been found responsive to the requirements reviewed at Phase II. Such Bidder shall not be entitled to submit any response to the CAR.
- c) A Bidder shall have the period specified in the CAR (the "Remedy Period") to remedy the failure to meet any Eligible Mandatory Criterion identified in the CAR by providing to Canada in writing additional or different information or clarification in response to the CAR. Responses received after the end of the Remedy Period will not be considered by Canada, except in circumstances and on terms expressly provided for in the CAR.
- d) The Bidder's response must address only the Eligible Mandatory Criteria listed in the CAR as not having been achieved, and must include only such information as is necessary to achieve such compliance. Any additional information provided by the Bidder which is not necessary to achieve such compliance will not be considered by Canada, except that, in those instances where such a response to the Eligible Mandatory Criteria specified in the CAR will necessarily result in a consequential change to other parts of the Bid, the Bidder shall identify such additional changes, provided that its response must not include any change to the Financial Bid.
- e) The Bidder's response to the CAR should identify in each case the Eligible Mandatory Criterion in the CAR to which it is responding, including identifying in the corresponding section of the original Bid, the wording of the proposed change to that section, and the wording and location in the Bid of any other consequential changes that necessarily result from such change. In respect of any such consequential change, the Bidder must include a rationale explaining why such consequential change is a necessary result of the change proposed to meet the Eligible Mandatory Criterion. It is not up to Canada to revise the Bidder's Bid, and failure of the Bidder to do so in accordance with this subparagraph is at the Bidder's own risk. All submitted information must comply with the requirements of this solicitation.
- f) Any changes to the Bid submitted by the Bidder other than as permitted in this solicitation, will be considered to be new information and will be disregarded. Information submitted in accordance with the requirements of this solicitation in response to the CAR will replace, in full, only that part of the original Bid as is permitted in this Section.
- g) Additional or different information submitted during Phase II permitted by this section will be considered as included in the Bid, but will be considered by Canada in the evaluation of the



Bid at Phase II only for the purpose of determining whether the Bid meets the Eligible Mandatory Criteria. It will not be used at any Phase of the evaluation to increase or decrease any score that the original Bid would achieve without the benefit of such additional or different information. For instance, an Eligible Mandatory Criterion that requires a mandatory minimum number of points to achieve compliance will be assessed at Phase II to determine whether such mandatory minimum score would be achieved with such additional or different information submitted by the Bidder in response to the CAR. If so, the Bid will be considered responsive in respect of such Eligible Mandatory Criterion, and the additional or different information submitted by the Bidder shall bind the Bidder as part of its Bid, but the Bidder's original score, which was less than the mandatory minimum for such Eligible Mandatory Criterion, will not change, and it will be that original score that is used to calculate any score for the Bid.

- h) Canada will determine whether the Bid is responsive for the requirements reviewed at Phase II, considering such additional or different information or clarification as may have been provided by the Bidder in accordance with this Section. If the Bid is not found responsive for the requirements reviewed at Phase II to the satisfaction of Canada, then the Bid shall be considered non-responsive and will receive no further consideration.
- i) Only Bids found responsive to the requirements reviewed in Phase II to the satisfaction of Canada, will receive a Phase III evaluation.

#### **4.1.1.4 Phase III: Final Evaluation of the Bid**

- a) In Phase III, Canada will complete the evaluation of all Bids found responsive to the requirements reviewed at Phase II. Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical criteria.
- b) A Bid is non-responsive and will receive no further consideration if it does not meet all mandatory evaluation criteria of the solicitation.

### **4.1.2 Technical Evaluation**

#### **4.1.2.1 Joint Venture Experience**

- a) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A bidder is a joint venture consisting of members L and O. A bid solicitation requires that the bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the bidder has previously done the work. This bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.

- b) A joint venture bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance service, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing

maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

- c) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submit this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the bidder demonstrate experience providing resources for a minimum number of 100 billable days, the bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture; or
- Contracts signed by A and contracts signed by A and B in joint venture; or
- Contracts signed by B and contracts signed by A and B in joint venture.

that show in total 100 billable days.

- d) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

#### **4.1.2.2 Mandatory Technical Criteria**

The Phased Bid Compliance Process will apply to all mandatory technical criteria.

Refer to Attachment 1 to Part 4.

#### **4.1.2.3 Point Rated Technical Criteria**

The Phased Bid Compliance Process will apply to all point rated technical criteria.

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

### **4.2 Basis of Selection**

#### **4.2.1. Basis of Selection – Highest Combined Rating of Technical Merit [75%] and Price [25%].**

4.2.1.1 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 pass mark specified in Attachment 1 to Part 4 for the point rated technical criteria.

4.2.1.2 Bids not meeting 4.2.1.1 (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.

4.2.1.3 The lowest evaluated price (LP) of all responsive bids will be identified and a pricing score (PS), determined as follows, will be allocated to each responsive bid (i):

$PS_i = LP / P_i \times 25$ .  $P_i$  is the evaluated price (P) [BEP] (Bid Evaluated Price) of each responsive bid (i).

4.2.1.4 A technical merit score (TMS), determined as follows, will be allocated to each responsive bid (i):  $TMS_i = OS_i \times 75$ .  $OS_i$  is the overall score (OS) obtained by each responsive bid (i) for all the point rated technical criteria specified in Attachment 1 to Part 4, determined as follows: total number of points obtained / maximum number of points available.

4.2.1.5 The combined rating (CR) of technical merit and price of each responsive bid (i) will be determined as follows:  $CR_i = PS_i + TMS_i$ .

4.2.1.6 The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract. In the event two or more responsive bids have the same highest combined rating of technical merit and price, the 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.

4.2.1.7 The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 75/25 ratio of the technical merit and price, respectively.

<b>Basis of Selection - Highest Combined Rating of Technical Merit (75%) and Price (25%)</b>			
<b>Bidder</b>	<b>Bidder 1</b>	<b>Bidder 2</b>	<b>Bidder 3</b>
<b>Overall Score for All the Point Rated Technical Criteria</b>	OS1: 120/135	OS2: 98/135	OS3: 82/135
<b>Bid Evaluated Price For Table 1 (BEP)</b>	PS1: C\$60,000	PS2: C\$55,000	PS3 and LP: C\$50,000
<b>Calculations</b>	<b>Technical Merit Score (<math>OS_i \times 75\%</math>)</b>	<b>Pricing Score (<math>PS_i = LP / P_i \times 25\%</math>)</b>	<b>Combined Rating</b>
<b>Bidder 1</b>	TMS1: $120/135 \times 75 = 66.66$	PS1: $50/60 \times 25 = 20.83$	87.49
<b>Bidder 2</b>	TMS2: $98/135 \times 75 = 54.44$	PS2: $50/55 \times 25 = 22.73$	77.17
<b>Bidder 3</b>	TMS3: $82/135 \times 75 = 45.56$	PS3: $50/50 \times 25 = 25$	70.56

Based on the above table, Bidder 1 would be recommended for Contract award.

## ATTACHMENT 1 TO PART 4, TECHNICAL CRITERIA

### 1.0 Technical Evaluation

#### 1.1 Mandatory Technical Criteria

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

#### **Table MC1: Mandatory Technical Criteria**

The Bidder is requested to identify in Table MC1 below the section(s) or page(s) of its proposal in which evidence is provided to demonstrate that each of the Mandatory Technical Criteria has been met.

Table MC1: Mandatory Technical Criteria			
Mandatory Technical Criterion		Met/Not Met	Section/ Page #
<b>M1</b>	<p>The Bidder must demonstrate that it, its parent, subsidiaries or other affiliates together have a minimum of five (5) years of experience, acquired in the past 7-year period prior to the closing date of this bid solicitation, in each of the following areas:</p> <ul style="list-style-type: none"> <li>- <b>M1.1</b> Providing executive-level clients in the government sector (national-level government) with strategic information and advice pertaining to offset strategies for defence procurement.</li> <li>- <b>M1.2</b> Conducting defence market and industrial based research and analysis for executive-level clients in the government sector (national-level government) on current and future market outlooks and opportunities in terms of country of production/service and end market perspective for the following defence analytics areas:               <ul style="list-style-type: none"> <li>(i) technological innovation in the defence sector;</li> <li>(ii) industrial supply chains in the defence sector;</li> <li>(iii) firms active in the defence sector; and</li> <li>(iv) defence platforms.</li> </ul> </li> </ul> <p>The Bidder must provide, at a minimum, details as to where, when, and how the stated experience was obtained.</p>		
<b>M2</b>	The Bidder must identify a proposed project team (minimum 7 resources), including one project principal at the senior level.		
<b>M3</b>	The Bidder must demonstrate that the proposed project principal has a minimum of five (5) years of experience, acquired in the 7-year period prior to the closing date of this bid solicitation, in each of the areas listed under Mandatory Criterion M1 (M1.1 and M1.2).		

	The Bidder must provide, at a minimum, details as to where, when, and how the stated experience was obtained.		
<b>M4</b>	<p>The Bidder must identify a minimum of six (6) resources*, apart from the project principal distributed as follows: at least (4) Subject Matter Experts (Resource Category 2) with experience or qualifications across a minimum of three (3) of the five (5) defence domains (aerospace, cyber, land, marine, space); and at least two (2) Statistical Analysts (Resource Category 3).</p> <p>The Bidder must also provide at minimum the following information, for each resource:</p> <ul style="list-style-type: none"> <li>(i) The name of the proposed resource.</li> <li>(ii) The role of the proposed resource.</li> <li>(iii) A description and chronology of relevant professional experience including details as to where, when and how the stated experience was obtained.</li> </ul> <p><b>*Note:</b> See Appendix A to the Technical Evaluation Criteria for a description of the Resource Categories.</p>		
<b>M5</b>	<p>The Bidder must demonstrate that it had and continues to have access to unbiased and independent sources* of global defence industry data for a minimum of five (5) years in the 7-year period prior to the closing date of this bid solicitation that would allow it to produce assessments of current and future market outlooks and opportunities in terms of country of production/service and end market perspective for the following defence analytics areas:</p> <ul style="list-style-type: none"> <li>(i) technological innovation in the defence sector;</li> <li>(ii) industrial supply chains in the defence sector;</li> <li>(iii) firms active in the defence sector; and</li> <li>(iv) defence platforms.</li> </ul> <p><b>*Note:</b> "Unbiased and independent source" means a source of data that is not developed through the sponsorship of a commercial firm which conducts activities that relate to the defence industry value chain.</p>		
<b>M6</b>	For each of Work Area 1, Work Area 2 and Work Area 3 of the Statement of Work, the Bidder must provide Preliminary Project Plan that includes both a workplan and details regarding the approach and methodology for fulfilling the requirements of the Work Area.		
<b>M7</b>	<p>For each of Work Area 1, Work Area 2 and Work Area 3 of the Statement of Work, the Bidder must provide a Project Summary of one project associated with the defence domains (aerospace, space, land, marine, and cyber security) that it deems relevant to the Work Area and that has been completed within the five (5) years prior to the closing date of this bid solicitation for an executive-level client in the government sector (national-level government). Each project summary must include the following, at a minimum:</p> <ul style="list-style-type: none"> <li>(i) The name of the client organization.</li> </ul>		

	(ii) An overview of the project. (iii) The contact information of the client project authority. ( <b>Note:</b> The evaluation team reserves the right to contact project authorities to verify the information contained within the project summaries.)		
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## 1.2 Point Rated Technical Criteria

Bids which meet all the mandatory technical criteria will be evaluated and scored as specified in the tables inserted below.

In order to qualify for the rating process, proposals must respond to the following point-rated technical criteria.

Proposals must receive a minimum technical pass mark of **135 out of 200** on the point-rated technical criteria in order to be evaluated on the basis of their Financial Proposal.

Bidders who fail to achieve the above technical pass mark will be declared non-responsive and given no further consideration.

### **Table PRC1: Experience**

The Bidder is requested to identify in **Table PRC1** the section(s) or page(s) of its proposal in which evidence is provided to demonstrate that it meets each criterion (R1, R2 and R3).

<b>Table PRC1: Experience</b>			
<b>Point Rated Technical Criteria</b>		<b>Maximum Number of Points</b>	<b>Section/ Page #</b>
<b>R1</b>	<p><b>Criterion:</b> Combined experience of the Bidder and its parent, subsidiaries or other affiliates.</p> <p><b>Explanation:</b> This criterion assesses the extent to which the combined experience of the Bidder and its parent, subsidiaries or other affiliates in the two (2) areas listed under Mandatory Criterion M1 (M1.1 and M1.2) exceeds the minimum requirement of five (5) years. The Bidder should provide, at a minimum, details as to where, when, and how the stated experience was obtained.</p> <p><b>Scoring:</b> One point awarded for each <b>full year</b> of experience over and above the minimum requirement of five (5) years and up to a maximum of ten (10) points. For example, if nine (9) years of experience are demonstrated, four (4) points will be awarded. Points will only be awarded for each <b>full year</b> of experience; partial points will not be awarded for partial years of experience (i.e., less than 12 months of experience in any given year).</p>	<b>10</b>	
<b>R2</b>	<p><b>Criterion:</b> Experience of project principal.</p> <p><b>Explanation:</b> This criterion assesses the extent to which the experience of the project principal in the two (2) areas listed under Mandatory Criterion M1 (M1.1 and M1.2) exceeds the minimum requirement of five (5) years. The Bidder must provide, at a</p>	<b>10</b>	

	<p>minimum, details as to where, when, and how the stated experience was obtained.</p> <p><b>Scoring:</b> One point awarded for each <b>full year</b> of experience over and above the minimum requirement of five (5) years and up to a maximum of ten (10) points. For example, if nine (9) years of experience are demonstrated, four (4) points will be awarded. Points will only be awarded for each <b>full year</b> of experience; partial points will not be awarded for partial years of experience (i.e., less than 12 months of experience in any given year).</p>		
<b>R3</b>	<p><b>Criterion:</b> Resources, apart from the project principal, proposed to undertake work related to Work Area 1, Work Area 2, and Work Area 3, detailed in the Statement of Work.</p> <p><b>Explanation:</b> In the case of resources (other than the project principal) proposed to undertake work for all Work Areas, the Bidder should demonstrate the experience of each resource in the areas listed in the respective resource category of Appendix A of these Technical Evaluation Criteria and describe their respective role and responsibilities, including the type of work to be handled. A minimum of six (6) resources should be provided across the two Resource Categories with the following breakdown:</p> <ul style="list-style-type: none"> <li>- At least four (4) Subject Matter Experts (Resource Category 2) with experience across a minimum of three (3) of the five (5) defence domains (aerospace, cyber, land, marine, space).</li> <li>- At least two (2) Statistical Analysts (Resource Category 3)</li> </ul> <p><b>Scoring:</b>            Each resource will be assigned a score as follows:            Excellent = 100% of available points = The proposed resource has experience in at least six (6) of the areas listed in her/his respective resource category.            Satisfactory = 50% of available points = The proposed resource has experience in at least four (4) of the areas listed in her/his respective resource category.            Unsatisfactory = 0% of available points = The proposed resource has experience in fewer than four (4) of the areas listed in her/his respective resource category.</p> <p>A total of 20 points are available for demonstrating the experience of resources in Category 2.            A total of 10 points are available for demonstrating the experience of resources in Category 3.            An additional 10 points are available for demonstrating experience in more than the mandatory minimum of three (3) of five (5) domains (aerospace, cyber, land, marine, space). Experience in any of the five (5) domains attributable to the two (2) Statistical Analysts will be eligible for additional points.</p>	<b>40</b>	
<b>Total Score for PRC1:</b>		<b>/60</b>	



## Table PRC2: Proposed Workplan, Approach and Methodology

The Bidder is requested to identify in **Table PRC2** the section(s) or page(s) of its proposal in which evidence is provided to demonstrate that it meets each criterion (R4, R5, R6, R7 and R8).

Table PRC2: Proposed Workplan, Approach and Methodology			
Point Rated Technical Criteria		Maximum Number of Points	Section/ Page #
<b>R4</b>	<p><b>Criterion:</b> Quality and scope of unbiased and independent sources of global defence industry data.</p> <p><b>Explanation:</b> The Bidder should describe the unbiased and independent source* of global defence industry data to which it has access as well as provide a detailed list of data fields it can draw from pertaining to current and future market outlooks and opportunities in terms of country of production/service and end market perspective for the following defence analytics areas:</p> <ul style="list-style-type: none"> <li>(i) technological innovation in the defence sector;</li> <li>(ii) industrial supply chains in the defence sector;</li> <li>(iii) firms active in the defence sector; and</li> <li>(iv) defence platforms.</li> </ul> <p>The Bidder should provide a case study that assesses the current and future market outlooks and opportunities in terms of country of production/service and end market perspective that incorporates data from the four defence analytics areas outlined above.</p> <p><b>Note:</b> "Unbiased and independent source" means a source of data that is not developed through the sponsorship of a commercial firm which conducts activities that relate to the defence industry value chain.</p> <p><b>Scoring:</b></p> <ul style="list-style-type: none"> <li>- Excellent = 100% of available points = The list of data fields provided covers all four defence analytics areas and has demonstrated that the data sources are unbiased and independent. The case study incorporates data from all four defence analytics areas.</li> <li>- Very Good = 75% of available points = The list of data fields provided covers three of four defence analytics areas and has demonstrated that the data sources are unbiased and independent. The case study incorporates data from three of four defence analytics areas.</li> <li>- Satisfactory = 50% of available points = The list of data fields provided covers two of four defence analytics areas and has demonstrated that the data sources are unbiased and independent. The case study incorporates data from two of four defence analytics areas.</li> <li>- Weak = 25% of available points = The list of data fields provided covers one of four defence analytics areas and has demonstrated that the data sources are unbiased and</li> </ul>	<b>40</b>	



	<p>independent. The case study incorporates data from one of four defence analytics areas.</p> <ul style="list-style-type: none"> <li>- Unsatisfactory = 0% of available points = The list of data fields provided do not cover any of the four defence analytics areas with data sources that are unbiased and independent. The case study does not incorporate unbiased and independent data from any of the four defence analytics areas.</li> </ul>		
<b>R5</b>	<p><b>Criterion:</b> Preliminary Project Plan for Work Area 1, section 6.1 of the Statement of Work (Industrial and Technological Benefits Value Proposition).</p> <p><b>Explanation:</b> This criterion assesses the Preliminary Project Plan in terms of its quality, completeness, and effectiveness in achieving the objectives of Work Area 1 of the Statement of Work.</p> <p>The Preliminary Project Plan should comprehensively explain the processes that the Bidder proposes to put in place to ensure flexible and timely customer service within an environment that may involve short delivery timelines and turnaround times on services that have been requested. Sufficient detail should be provided to allow for a complete understanding of the approach to receiving, managing and executing tasks as they are assigned by the Project Authority.</p> <p>The Preliminary Project Plan should also address and rank issues and challenges raised by the scope of the work AND identify measures to mitigate issues and challenges identified. Furthermore, it should describe quality assurance methodologies and approaches for ensuring high quality, accurate, reliable and effective service delivery.</p> <p>In addition, the Preliminary Project Plan should describe in detail the firewalls, approaches, procedures and processes that the Bidder will adopt to ensure that, should it be successful in this RFP process, any project team members or other persons engaged in the course of the resulting contract and subsequent to it shall conduct themselves in such a manner that there is not and will not be any conflict arising from competing or opposing interests of: (i) other clients of the Bidder; and (ii) companies involved in defence procurement processes in Canada.</p> <p><b>Scoring:</b></p> <ul style="list-style-type: none"> <li>- Excellent = 100% of available points = The plan contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very high.</li> <li>- Very Good = 75% of available points = The plan contains a few deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective</li> </ul>	<b>30</b>	

	<p>planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is high.</p> <ul style="list-style-type: none"> <li>- Satisfactory = 50% of available points = The plan contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is moderate.</li> <li>- Weak = 25% of available points = The plan contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is low.</li> <li>- Unsatisfactory = 0% of available points = The plan contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very low.</li> </ul>		
<b>R6</b>	<p><b>Criterion:</b> Preliminary Project Plan for Work Area 2, section 6.2 of the Statement of Work (Support the Broader Defence Procurement Strategy).</p> <p><b>Explanation:</b> This criterion assesses the Preliminary Project Plan in terms of its quality, completeness, and effectiveness in achieving the objectives of Work Area 2 of the Statement of Work.</p> <p>The Preliminary Project Plan should comprehensively explain the processes that the Bidder proposes to put in place to ensure flexible and timely customer service within an environment that may involve short delivery timelines and turnaround times as services are requested on "as and when requested" basis. Sufficient detail should be provided to allow for a complete understanding of the approach to receiving, managing and executing tasks as they are assigned by the Project Authority or its government partners.</p> <p>The Preliminary Project Plan should also address and rank issues and challenges raised by the scope of the work AND identify measures to mitigate issues and challenges identified. Furthermore, it should describe quality assurance methodologies and approaches for ensuring high quality, accurate, reliable and effective service delivery.</p> <p>In addition, the Preliminary Project Plan should describe in detail the firewalls, approaches, procedures and processes that the Bidder will adopt to ensure that, should it be successful in this RFP</p>	<b>30</b>	

	<p>process, any project team members or other persons engaged in the course of the resulting contract and subsequent to it shall conduct themselves in such a manner that there is not and will not be any conflict arising from competing or opposing interests of: (i) other clients of the Bidder; and (ii) companies involved in defence procurement processes of Canada.</p> <p><b>Scoring:</b></p> <ul style="list-style-type: none"><li>- Excellent = 100% of available points = The plan contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very high.</li><li>- Very Good = 75% of available points = The plan contains a few deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is high.</li><li>- Satisfactory = 50% of available points = The plan contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is moderate.</li><li>- Weak = 25% of available points = The plan contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is low.</li><li>- Unsatisfactory = 0% of available points = The plan contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation, such that the probability of achieving the objectives of the Statement of Work is very low.</li></ul>		
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<b>R7</b>	<p><b>Criterion:</b> Preliminary Project Plan for Work Area 3, section 6.3 of the Statement of Work (Enhancement of defence analysis capacity).</p> <p><b>Explanation:</b> This criterion assesses the Preliminary Project Plan in terms of its quality, completeness, and effectiveness in achieving the objectives of Work Area 3 of the Statement of Work.</p> <p>The Preliminary Project Plan should pertain to the completion of the Work Requirements related to engaging with Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest. Moreover, the Plan should include how the Contractor plans to implement outreach initiatives aimed at enhancing networks with a view to build capacity and generate interest among Canadian researchers and student to pursue a career related to defence analytics, as described in Section 6.3. of the Statement of Work.</p> <p><b>Scoring:</b></p> <ul style="list-style-type: none"> <li>- Excellent = 100% of available points = The plan contains very few or no deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage with Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest and include plans to implement outreach initiatives aimed at enhancing networks with a view to build capacity and generate interest among Canadian researchers and student to pursue a career related to defence analytics, such that the probability of achieving the objectives of the Statement of Work is very high.</li> <li>- Very Good = 75% of available points = The plan contains a few deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage with Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest and include plans to implement outreach initiatives aimed at enhancing networks with a view to build capacity and generate interest among Canadian researchers and student to pursue a career related to defence analytics, such that the probability of achieving the objectives of the Statement of Work is high.</li> <li>- Satisfactory = 50% of available points = The plan contains several deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage with</li> </ul>	<b>10</b>	
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	<p>Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest and include plans to implement outreach initiatives aimed at enhancing networks with a view to build capacity and generate interest among Canadian researchers and student to pursue a career related to defence analytics , such that the probability of achieving the objectives of the Statement of Work is moderate.</p> <ul style="list-style-type: none"> <li>- Weak = 25% of available points = The plan contains many deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage with Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest and include plans to implement outreach initiatives aimed at enhancing networks with a view to build capacity and generate interest among Canadian researchers and student to pursue a career related to defence analytics, such that the probability of achieving the objectives of the Statement of Work is low.</li> <li>- Unsatisfactory = 0% of available points = The plan contains very many deficiencies in respect of the extent to which it is complete, thorough, logical, well-reasoned, based on knowledge and experience, and demonstrative of effective planning, capability and resource allocation to engage with Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest and include plans to implement outreach initiatives aimed at enhancing networks with a view to build capacity and generate interest among Canadian researchers and student to pursue a career related to defence analytics, such that the probability of achieving the objectives of the Statement of Work is very low.</li> </ul>		
<b>R8</b>	<p><b>Criterion:</b> Relevance and similarity of experience to the requirements articulated in the Statement of Work.</p> <p><b>Explanation:</b> For Work Area 1, Work Area 2 and Work Area 3 described in the Statement of Work, the Bidder should provide a Project Summary of one project associated with the defence domains (aerospace, space, land, marine, and cyber security) that it deems relevant to the Work Area and that has been completed within the 7 years prior to the closing date of this bid solicitation for an executive-level client in the government sector (national-level government). Each project summary should include the following, at a minimum:</p> <ul style="list-style-type: none"> <li>(i) The name of the client organization.</li> <li>(ii) An overview of the project.</li> </ul>	<b>30</b>	

	<p>(iii) The contact information of the client project authority.  <b>(Note:</b> The evaluation team reserves the right to contact project authorities to verify the information contained within the project summaries.)</p> <p>This criterion assesses the project summaries on the basis of their relevance and similarity to the requirements articulated in the Statement of Work. Each project summary should clearly indicate the Work Area of relevance and contain sufficient detail to provide a complete understanding of the project (e.g., project objectives/mandate, scope, methods, duration, cost, and when the project was undertaken) and its relevancy to the related Work Area of the Statement of Work.</p> <p>Each project summary will be assessed individually, with a maximum score of ten (10) points per project summary.</p> <p><b>Scoring:</b></p> <ul style="list-style-type: none"> <li>- Excellent = 100% of available points = The project summary demonstrates extensive relevancy and similarity to the requirements</li> <li>- Very Good = 75% of available points = The project summary demonstrates a high level of relevancy and similarity to the requirements</li> <li>- Satisfactory= 50% of available points = The project summary demonstrates a moderate level of relevancy and similarity to the requirements</li> <li>- Weak = 25% of available points = The project summary demonstrates limited relevancy and similarity to the requirements</li> <li>- Unsatisfactory = 0% of available points = The project summary demonstrates very little or no relevancy and similarity to the requirements</li> </ul>		
	<b>Total Score for PRC2:</b>	<b>/140</b>	
	<b>Total Score for PRC1:</b>	<b>/60</b>	
	<b>Overall Score for PRC1 and PRC2:</b>	<b>/200</b>	
	<b>Minimum Passing Mark:</b>	<b>135/200</b>	

**NOTE:** Scores assigned for the point-rated technical criteria will be rounded to the nearest hundredth. For example, if there is a score of 0.66667, the score will be rounded to 0.67.

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**APPENDIX A TO THE TECHNICAL EVALUATION CRITERIA**  
**Resource Categories for Task-Based Work Requirements under**  
**Work Area 1, Work Area 2, and Work Area 3 of the Statement of Work**

**Resource Category 1: Project Principal**

1. Providing executive-level clients in the government sector (national-level government) with strategic information and advice pertaining to offset strategies for defence procurement.
2. Conducting defence market and industrial based research and analysis for executive-level clients in the government sector (national-level government) on current and future market outlooks and opportunities in terms of country of production/service and end market perspective for the following defence analytics areas:
  - (i) technological innovation in the defence sector;
  - (ii) industrial supply chains in the defence sector;
  - (iii) firms active in the defence sector; and
  - (iv) defence platforms.

**Resource Category 2: Subject Matter Expert**

1. Engaging a wide range of target groups (e.g., federal government, industry, academia, and other levels of government) to collect information, views and perspectives.
2. Advising on conceptual frameworks, methodological approaches and designs for industrial analysis, capability assessments, and industrial trends.
3. Analyzing and/or interpreting industry trends and data, and preparing associated reports.
4. Conducting comparative analysis and advising on benchmarking performance, international comparisons and case studies.
5. Providing subject-matter advice in areas related to the state of industrial sectors, including capabilities, strengths, weaknesses, and opportunities for growth.
6. Providing subject-matter advice in areas related to global export market opportunities, including trends and issues related to international markets.
7. Providing subject-matter advice in areas related to technological innovation in industrial sectors.
8. Developing evaluation criteria and/or scoring grids for the evaluation of bids for procurements of goods and services.
9. Compiling and assessing international practices for, and/or lessons learned from, leveraging economic benefits from defence procurements.

**Resource Category 3: Statistical analyst**

1. Reporting results of statistical analyses, including information in the form of graphs, charts, and tables.
2. Processing large amounts of data for statistical modeling and/or graphic analysis, using computers.
3. Identifying relationships and trends in data.
4. Analyzing and interpreting statistical data.
5. Preparing estimates and forecasts using statistical techniques.
6. Evaluating the statistical methods and procedures used to obtain data in order to ensure validity, applicability, efficiency, and accuracy.
7. Evaluating sources of information in order to determine any limitations in terms of reliability or usability.
8. Planning data collection methods for specific projects.



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## PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period. The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

### 5.1 Certifications and Additional Information Required with the Bid

#### 5.1.1 Integrity Provisions - Declaration of Convicted Offences

In accordance with the [Integrity Provisions of the Standard Instructions](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html), all bidders must provide with their bid, if applicable, the Integrity declaration form available on the Forms for the Integrity Regime website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

#### 5.1.2 Additional Certifications Required with the Bid

The Bidder must provide with its bid the required additional certifications included in Attachment 1 to Part 5, Additional Certifications Required with the Bid.

### 5.2 Certifications and Information Required Precedent to Contract Award

The required certifications and additional information below should be submitted with the bid but may be submitted afterwards. If the required certifications and additional information are not submitted with the bid, the Contracting Authority will inform the Bidder of a time frame within which they must be submitted by the Bidder. Failure to provide the required certifications and additional information within the time frame specified will render the bid non-responsive.

#### 5.2.1 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement agreement of the Ineligibility and Suspension Policy (<http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html>), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.



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### **5.2.2 Federal Contractors Program for Employment Equity - Bid Certification**

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>).

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid List" at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid List" during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed Federal Contractors Program for Employment Equity certification before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority before contract award with a completed Federal Contractors Program for Employment Equity certification for each member of the Joint Venture. Attachment 1 to Part 5, Additional Certifications Precedent to Contract Award, includes a copy of the certification to provide.

### **5.2.3 Additional Certifications Required Precedent to Contract Award**

The required additional certifications to provide are included in Attachment 1 to Part 5, Additional Certifications Required Precedent to Contract Award.

## ATTACHMENT 1 TO PART 5, ADDITIONAL CERTIFICATIONS REQUIRED PRECEDENT TO CONTRACT AWARD

### 1. Federal Contractors Program For Employment Equity - Certification

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity visit the [Employment and Social Development Canada \(ESDC\) - Labour's website](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html) (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>).

Date: \_\_\_\_\_ Instructions to the Bidder: (YYYY/MM/DD) If left blank, the date will be deemed to be the bid solicitation closing date.

Instructions to the Bidder: Complete both A and B.

#### A. Instructions to the Bidder: Check only one of the following:

- ☐ A1. The Bidder certifies having no work force in Canada.
- ☐ A2. The Bidder certifies being a public sector employer.
- ☐ A3. The Bidder certifies being a [federally regulated employer](#) being subject to the [Employment Equity Act](#).
- ☐ A4. The Bidder certifies having a combined work force in Canada of less than 100 permanent full-time and / or permanent part-time employees.
- ☐ A5. The Bidder certifies having a combined workforce in Canada of 100 or more permanent full-time and/or permanent part-time employees.
- ☐ A5.1. The Bidder certifies already having a valid and current [Agreement to Implement Employment Equity](#) (AIEE) in place with ESDC-Labour.

or

- ☐ A5.2. The Bidder certifies having submitted the [Agreement to Implement Employment Equity \(LAB1168\)](#) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form [Agreement to Implement Employment Equity \(LAB1168\)](#), duly signing it, and transmit it to ESDC-Labour.

#### B. Instructions to the Bidder: Check only one of the following:

- ☐ B1. The Bidder is not a Joint Venture.

or

- ☐ B2. The Bidder is a Joint venture. Instructions to the Bidder: Refer to the Joint Venture section of the Standard Instructions. If the Bidder is a Joint Venture, it must provide the Contracting

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Authority before contract award with a completed Federal Contractors Program for  
Employment Equity certification for each member of the Joint Venture.

## 2. 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.

## 3. 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.

Solicitation No. - N° de l'invitation  
UT830-176481/A  
Client Ref. No. - N° de réf. du client  
UT830-176481

Amd. No. - N° de la modif.  
File No. - N° du dossier  
411zg.UT830-176481

Buyer ID - Id de l'acheteur  
411ZG  
CCC No./N° CCC - FMS No./N° VME

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## PART 6 – SECURITY AND FINANCIAL REQUIREMENTS

### 6.1 Security Requirement

There is no security requirement applicable to this requirement.

### 6.2 Financial Capability

SACC Manual clause A9033T (2012-07-16) Financial Capability

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## PART 7 – RESULTING CONTRACT CLAUSES

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

### 7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A.

#### 7.1.1 Optional Goods or Services, or both

The Contractor grants to Canada the irrevocable option to acquire the goods, services or both described at Annex A of the Contract under the same conditions and at the prices and/or rates stated in the Contract. The option may only be exercised by the Contracting Authority and will be evidenced, for administrative purposes only, through a contract amendment.

The Contracting Authority may exercise the option at any time before the expiry of the Contract by sending a written notice to the Contractor.

#### 7.1.2 Task Authorization

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

**B.** With respect to the Work mentioned under paragraph A of this clause,

1. 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;
2. the TA Authority and limit will be determined in accordance with paragraph C of this clause;
3. 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;
4. 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
5. the TA, inclusive of any revisions, will be authorized under the Contract through the use of Annex C, Task Authorization Form. An authorized TA is a completed Annex C signed by the TA Authority.

### C. TA Authority and Limit

The Project Authority may authorize individual TAs inclusive of any revisions up to a limit of \$50,000.00, Applicable Taxes extra. 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.

**D.** The authority specified under paragraph C of this clause is granted subject to the sum specified in the Contract under clause 7.6.2 (Canada's Total Liability, Portion of the Work - Cumulative Total of all authorized TAs) not being exceeded.

### E. TA Process

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 C Task Authorization Form, containing as a minimum:

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

**F.** Within 5 calendar days 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, to be provided, as applicable, per milestone contained in the Schedule of Milestones;
3. and; for each resource proposed by the Contractor for the performance of the Work required:

the name of the proposed resource; and  
the resumé of the proposed resource.

### G. TA Authorization

1. The TA Authority will authorize the TA based on:
  - the request submitted to the Contractor pursuant to paragraph E of this clause;
  - the Contractor's response received, submitted pursuant to paragraph F of this clause; and
  - the agreed total estimated cost for performing the task or, as applicable, revised task and, as applicable, the breakdown of that cost per milestone contained in the Schedule of Milestones.
2. The TA Authority will authorize the TA provided that each resource proposed by the Contractor for the performance of the Work required meets all the requirements specified under paragraph F.3 of this clause.

3. The authorized TA will be issued to the Contractor by email (as an email attachment in PDF format).

**I. Minimum Work Guarantee - All the Work - Authorized TAs**

1. "Maximum Contract Value" means the sum specified in Contract clause 7.6.2 (Canada's Total Liability, Portion of the Work - Cumulative Total of all authorized TAs; and "Minimum Contract Value" means 5% of the Maximum Contract Value.

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 I.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.

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.

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

**J. Periodic Usage Reports - Contracts with TAs**

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.

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 J.3 and J.4 of this clause 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.

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 (Applicable Taxes extra) 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, then 2, etc:
- the TA revision number;
- the date the revision to the task was authorized;
- the authorized increase or decrease (Applicable Taxes extra);
- the total estimated cost of the task (Applicable Taxes extra) after authorization of the revision;
- the total cost incurred for the task (as last revised, as applicable), Applicable Taxes extra;
- the total cost incurred and invoiced for the task (as last revised, as applicable), Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced;
- the total amount paid, Applicable Taxes 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).

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

- the sum (Applicable Taxes extra) specified in clause 7.6.2, Canada's Total Liability, Portion of the Work - Cumulative Total of all Authorized TAs, as last amended;
- the total cost incurred for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total cost incurred and invoiced for all authorized tasks inclusive of any revisions, Applicable Taxes extra;
- the total amount of Applicable Taxes invoiced for all authorized tasks inclusive of any revisions; and
- the total amount paid for all authorized tasks inclusive of any revisions, Applicable Taxes extra.

## 7.2 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) (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

### 7.2.1 General Conditions

2035 (2016-04-04), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

### 7.2.2 Supplemental General Conditions

4007 (2010-08-16), Canada to Own Intellectual Property Rights in Foreground Information apply to and form part of the Contract.

### 7.2.3 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.



#### 7.2.4 Non-Disclosure Agreement (A9126C)

The Contractor must obtain from its employee(s) or subcontractor(s) the completed and signed non-disclosure agreement, attached at Annex D, and provide it to the Contracting Authority before they are given access to information by or on behalf of Canada in connection with the Work.

#### 7.3 Security Requirement

There is no security requirement applicable to this Contract.

#### 7.4 Term of Contract

##### 7.4.1 Period of the Contract

The period of the Contract is from date of Contract to March 31, 2021 inclusive.

##### 7.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year period(s) 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.

##### 7.4.3 Termination on Thirty Days Notice

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

#### 7.5 Authorities

##### 7.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Name: **Roxane Baker**

Title: **Supply Specialist**

Public Works and Government Services Canada

Acquisitions Branch

Professional Services Procurement Directorate (PSPD)

10 Wellington Street, Floor 5, Gatineau QC K1A 0S5

Telephone: 613-858-8291

E-mail address: [roxane.baker@tpsgc-pwgsc.gc.ca](mailto:roxane.baker@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.

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UT830-176481/A  
Client Ref. No. - N° de réf. du client  
UT830-176481

Amd. No. - N° de la modif.  
File No. - N° du dossier  
411zg.UT830-176481

Buyer ID - Id de l'acheteur  
411ZG  
CCC No./N° CCC - FMS No./N° VME

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## 7.5.2 Project Authority

The Project Authority for the Contract is:  
***(To be completed at time of Contract award)***

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.

## 7.5.3 Contractor's Representative

***(To be completed at time of Contract award)***

## 7.6 Payment

### 7.6.1 Basis of Payment

#### 7.6.1.1 Authorized TA

##### TA subject to a Limitation of Expenditure

The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work specified in the authorized TA in accordance with the basis of payment in Annex B to the limitation of expenditure specified in the authorized TA.

Canada's total 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 Applicable Taxes are extra.

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 specified in the authorized TA will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been authorized, in writing, by the TA Authority before their incorporation into the Work specified in the authorized TA. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written authorization of the TA Authority. The Contractor must notify the TA Authority in writing as to the adequacy of this sum:

- (a) when it is 75 percent committed, or
- (b) four (4) months before the final delivery date specified in the authorized TA, or
- (c) as soon as the Contractor considers that the authorized TA funds are inadequate for the completion of the Work specified in the authorized TA,

whichever comes first.

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

## 7.6.2 Canada's Total Liability

### Authorized travel and living expenses

- A. Canada's total liability to the Contractor under the Contract for authorized travel and living expenses must not exceed \$ (**to be completed at time of Contract award**). Customs duties are included and the Applicable Taxes are extra.
- B. No increase in the total liability of Canada or in the price of the Work 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 approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability for travel and living expenses being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:
1. when it is 75 percent committed, or
  2. four (4) months before the Contract expiry date, or
  3. As soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,
- whichever comes first.
- C. 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.

### Cumulative Total of all authorized TAs

- A. Canada's total liability to the Contractor under the Contract for all authorized TAs, inclusive of any revisions, must not exceed the sum of \$ (**to be completed at time of Contract award**). Customs duties are included and the Applicable Taxes are extra.
- B. 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.
- C. The Contractor must notify the Contracting Authority, in writing, as to the adequacy of this sum:
1. when it is 75 percent committed, or
  2. four (4) months before the Contract expiry date, or
  3. as soon as the Contractor considers that the sum is inadequate for the completion of the Work requested in all authorized TAs inclusive of any revisions, the applicable basis of payment of which is limitation of expenditure [contract clause 7.6.1.1, TA subject to a Limitation of Expenditure],
- whichever comes first.

- D. 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.

### **7.6.3 Method of Payment**

The following method of payment will form part of the authorized TA.

For the Work described in an authorized TA subject to a limitation of expenditures:

#### **a) 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 in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work delivered has been accepted by Canada.

### **7.6.4 Discretionary Audit**

C0705C (2010-01-11), Discretionary Audit

### **7.6.5 Time Verification**

C0711C (2008-05-12), Time Verification

## **7.7 Invoicing Instructions**

H5001C (2008-12-12) Invoicing Instructions

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.
2. 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.
3. 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.

## 7.8 Certifications

### 7.8.1 Compliance

Unless specified otherwise, the continuous compliance with the certifications provided by the Contractor in its bid or precedent to contract award, and the ongoing cooperation in providing additional information are conditions of the Contract and failure to comply will constitute the Contractor in default. Certifications are subject to verification by Canada during the entire period of the Contract.

### 7.8.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid List" available at the bottom of the page of the [Employment and Social Development Canada \(ESDC\) - Labour's](https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#) website (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html#>). The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

## 7.9 Applicable Laws

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

### 7.10 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 supplemental general conditions 4007 (2010-08-16), Canada to Own Intellectual Property Rights in Foreground Information;
- (c) the general conditions 2035 (2016-04-04), General Conditions - Higher Complexity - Services;
- (d) Annex A, Statement of Work;
- (e) Annex B, Basis of Payment;
- (f) Annex C, the signed Task Authorizations (including all of its annexes, if any);
- (g) Annex D, Non-Disclosure Agreement; and
- (h) the Contractor's bid dated \_\_\_\_\_ (Insert the date (year-month-day) of the bid. If the bid was clarified or amended, at time of contract award, add, as applicable: ", as clarified on \_\_\_\_\_ (year-month-day)" "and" ", as amended on \_\_\_\_\_ (year-month-day).)

### 7.11 Foreign Nationals (*To be determined at Contract Award*)

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

or

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

### 7.12 Insurance Requirements

SACC Manual clause G1005C (2016-01-28), Insurance

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UT830-176481

Amd. No. - N° de la modif.  
File No. - N° du dossier  
411zg.UT830-176481

Buyer ID - Id de l'acheteur  
411ZG  
CCC No./N° CCC - FMS No./N° VME

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### 7.13 Proactive Disclosure of Contracts with Former Public Servants

If the selected Bidder provided in accordance with the article 2.3, Former Public Servant, information on its status with respect to being a Former Public Servant in receipt of a Public Service Superannuation Act (PSSA) pension, you must insert here the full text of SACC Manual clause A3025C, Proactive Disclosure of Contracts with Former Public Servants.

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## ANNEX A, STATEMENT OF WORK

### Defence Sector Research & Analysis in support of The Government of Canada's Defence Procurement Strategy

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#### **1.0 Purpose**

The purpose of this Statement of Work (SOW) is to describe the work that the Contractor will provide to the Government of Canada (hereafter "Canada").

#### **2.0 Objective**

To inform its decision-making under the Defence Procurement Strategy (DPS), Canada relies on a combination of in-house research and analysis, industry consultations, and third-party expertise, as required. Canada wishes to supplement these information sources by leveraging the expertise and know-how of an independent third-party defence analytics provider with significant expertise and experience in providing research and analysis services related to the defence market and industrial base, and specifically relating to the provision of advice to governments on leveraging economic benefits from defence procurements.

#### **3.0 Background**

This section provides summary information on Canada's Defence Procurement Strategy.

##### **Defence Procurement Strategy**

On February 5, 2014, the Government of Canada announced a Defence Procurement Strategy (DPS) to:

- deliver the right equipment to the Canadian Armed Forces and the Canadian Coast Guard in a timely manner;
- leverage purchases of defence equipment and services to create jobs and economic growth in Canada; and
- streamline the defence procurement process.

##### **Industrial and Technological Benefits Policy**

The Government's primary tool for achieving the second DPS objective is the Industrial and Technological Benefits (ITB) Policy. The ITB Policy is aimed at ensuring that Canada's investment in defence-related goods and services:

- supports the long-term sustainability and growth of Canada's defence sector;
- supports the growth of prime contractors and suppliers for defence procurements in Canada, including small and medium-sized enterprises (SMEs) in all regions of the country;
- enhances innovation through research and technological development (R&D) in Canada; and
- increases the export potential of Canadian-based firms.

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## ITB Policy Value Proposition

Under the ITB Policy, companies awarded defence procurement contracts are required to undertake business activities in Canada of a value equal to that of the contract. At bid time, defence procurement bidders must submit a Value Proposition (VP)—a plan demonstrating their commitment to support Canadian economic development. After a contract is awarded, the successful defence procurement bidder is required to start fulfilling its VP commitments and to identify further business activities in Canada as may be required to meet its overall ITB obligation.

The VP is rated as part of the overall bid evaluation—a major departure from past practice, when defence procurement bidders were scored solely on the basis of price and technical merit. This approach gives Canada a significantly more powerful lever to incent high-impact economic outcomes in Canada. The weighting of a VP score is generally 10 percent of the overall bid score, with price and technical merit scores comprising the balance.

## Evaluation of Value Propositions

With a view to maximizing economic benefits to Canada on a procurement-by-procurement basis, VP evaluation methodologies are tailored to each procurement in order to reflect the unique leveraging potential and circumstances of each one. As a starting point, the following four evaluation criteria may be considered:

- **Defence Sector.** The objective of this criterion is to motivate defence procurement bidders to maximize the amount of business activity they undertake in Canada directly related to the procurement.
- **Canadian Supplier Development.** The objective of this criterion is to motivate defence procurement bidders to develop their Canadian supply chains, including small- and medium-sized Canadian businesses.
- **Research and Technological Development.** The objective of this criterion is to motivate defence procurement bidders to undertake research and development (R&D) in Canada, including through R&D partnerships with Canadian universities and colleges.
- **Exports.** The objective of this criterion is to motivate defence procurement bidders to develop robust international export strategies that leverage the procurement into future export success from a Canadian base.

Since VP evaluation methodologies are tailored to each procurement, there is flexibility, on a procurement-by-procurement basis, to:

- assign different weights to each of above-noted evaluation criteria;
- apply all or some of the above-noted evaluation criteria;
- apply additional evaluation criteria other than those noted above;
- apply mandatory requirements;
- increase or decrease the 10 percent weight of the Value Proposition in the overall bid score; and
- develop different rating grids to adequately assess and differentiate among Value Propositions.

Decisions in these areas are informed by consultations with industry stakeholders that have a direct interest in the procurement, by research and analysis conducted in-house by the Government, and by advice from expert third parties as required.



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## Strong, Secure, Engaged---Canada's Defence Policy

Canada's 2017 Defence Policy, *Strong Secure Engaged*, will increase defence spending over 10 years from \$18.9 billion in 2016-17 to \$32.7 billion in 2026-27. Building on the historic recapitalization of the Canadian Armed Forces, the Policy is designed to support reinvestment in, and modernization of the Canadian Armed Forces' core capabilities in land, air, marine, cyber, and space domains.

### 4.0 Reference Documents

The Contractor should consult the following reference materials to obtain more information on the issues summarized in the previous section:

- "Defence Procurement Strategy," a website of the Department of Public Works and Government Services, which provides general background on the objectives and initiatives of the DPS (<https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/samd-dps/index-eng.html>)
- *Industrial and Technological Benefits Policy: Value Proposition Guide*, published by the Department of Industry, which sets out the Government's approach to leveraging economic benefits from defence procurement through the ITB Policy, including Value Propositions. (<http://www.ic.gc.ca/eic/site/086.nsf/eng/00006.html>).
- "National Shipbuilding Procurement Strategy (NSPS)," a website of the Department of Public Works and Government Services, which provides general background on the NSPS (<https://www.tpsgc-pwgsc.gc.ca/app-acq/amd-dp/mer-sea/sncn-nss/index-eng.html>).
- *Canada First: Leveraging Military Procurement Through Key Industrial Capabilities*, a report of the Special Adviser to the Minister of Public Works and Government Services, which provides recommendations on maximizing the overall benefit to Canada of the Government's investment in defence procurement, including through the identification and application of KICs (<http://www.tpsgc-pwgsc.gc.ca/app-acq/documents/eam-lmp-eng.pdf>).
- *Aerospace Review* (Volume 1: Beyond the Horizon: Canada's Interests and Future in Aerospace and Volume 2: Reaching Higher: Canada's Interests and Future in Space) (2012)  
[http://aerospacereview.ca/eic/site/060.nsf/eng/h\\_00033.html](http://aerospacereview.ca/eic/site/060.nsf/eng/h_00033.html)  
[http://aerospacereview.ca/eic/site/060.nsf/eng/h\\_00034.html](http://aerospacereview.ca/eic/site/060.nsf/eng/h_00034.html)
- *State of Canada's Defence Industry* (2014)  
[https://www.ic.gc.ca/eic/site/ad-ad.nsf/eng/h\\_ad03978.html](https://www.ic.gc.ca/eic/site/ad-ad.nsf/eng/h_ad03978.html)
- *Defence Acquisition Guide*, published by the Department of National Defence, which identifies future potential Canadian Armed Forces requirements and associated procurement projects (<http://www.forces.gc.ca/en/business-defence-acquisition-guide-2015/index.page>).
- *Strong, Secure, Engaged – Canada's Defence Policy* (2017)  
<http://dgpaapp.forces.gc.ca/en/canada-defence-policy/docs/canada-defence-policy-report.pdf>

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## **5.0 Scope of Work**

The Contractor will enhance the analytical foundation underlying Canada's evidence-based approach to decision-making under its Defence Procurement Strategy. The scope of work includes the following:

- **Work Area 1:** Industrial and Technological Benefits Value Proposition
- **Work Area 2:** Support for the Broader Defence Procurement Strategy
- **Work Area 3:** Enhancement of defence analysis capacity

## **6.0 Work Requirements**

### **6.1 Work Area 1: Industrial and Technological Benefits Value Proposition**

The Contractor must provide services on a requested basis via Task Authorizations that may be issued over the course of the contract. Tasks that will be undertaken by the Contractor in Work Area 1 may include various services related to the provision of timely strategic information, intelligence, research, analysis and advice to inform the Government's decisions around how best to leverage high-value, long-term economic benefits to Canada from defence and Canadian Coast Guard procurements. "Defence" includes aerospace, space, land, marine and cybersecurity domains.

For greater clarity, the Contractor will not be involved in the evaluation of bids for Canadian defence procurements, but rather will help inform Canada's own efforts to:

(i) determine strategic national economic leveraging objectives underpinning individual procurements or groups of procurements, together with appropriate procurement strategies; and

(ii) develop evaluation criteria and methodologies for Value Propositions. Related services could include, but are not limited to, the provision of strategic information, intelligence, research, analysis and advice related to the following:

- a) evaluation criteria and scoring grids for the evaluation of bids for defence and Canadian Coast Guard procurements;
- b) international practices for, and lessons learned from, leveraging economic benefits from defence acquisitions;
- c) the state of the Canadian defence industrial base, including its capabilities, strengths, weaknesses, and opportunities for growth;
- d) global export market opportunities in the defence market including trends and issues related to foreign defence markets;
- e) trends in global aerospace, space, land, marine and cybersecurity market domains and Canadian industry's capacity to develop new technologies in those areas;
- f) technological innovation in the defence, aerospace, space, land, marine and cybersecurity global market domains; industrial global supply chains in these sectors;
- g) specific firms, including Original Equipment Manufacturers (OEMs) and their Tier-1 systems integrators/suppliers active in the aerospace, space, land, marine and cybersecurity sectors;
- h) specific aerospace, space, land, marine and cybersecurity platforms and ancillary tasks.

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## Deliverables and Delivery Dates

Deliverables and delivery dates will be defined in each Task Authorization. Deliverables may include but are not limited to: work plans, methodology reports, research papers and reports, analytical studies, briefing documents, strategic assessments and advice, presentations and in-person meetings and briefings. The Contractor must, if required by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present deliverables.

### 6.2 Work Area 2: Support the Broader Defence Procurement Strategy

The Contractor must provide services on a requested basis via Task Authorizations that will be issued over the course of the contract. Tasks that will be undertaken by the Contractor in Work Area 2 will be dedicated to supporting the research, data, analytical and market intelligence needs of other government departments involved in defence procurement (such as Department of National Defence, Public Services and Procurement Canada, Canadian Coast Guard) and the broader policy requirements and initiatives of ISED including but not limited to:

- Defence Procurement Strategy (DPS) objectives:
  - (i) deliver the right equipment and services to the Canadian Armed Forces and Canadian Coast Guard in a timely manner;
  - (ii) leverage purchases of defence equipment and services to create jobs and economic growth in Canada; and
  - (iii) streamline the defence procurement process;
- Research and analytical support concerning the long-term sustainability of Canada's marine industry including issues associated with the National Shipbuilding Strategy and the Canadian Coast Guard;
- Defence procurement initiatives included in *Strong, Secure, Engaged---Canada's Defence Policy*;
- Research and analytical support on technology and market trends to inform the implementation and ongoing execution of the Innovation for Defence Excellence and Security (IDEaS) Program
- Review of programs, practices and investment strategies in priority areas such as cyber and space; and
- Periodic review of Canada's industrial defence capabilities including market assessments of the aerospace, space, marine, cybersecurity and land domain.

## Deliverables and Delivery Dates

Deliverables and delivery dates will be defined in each Task Authorization. Deliverables may include but are not limited to: work plans, methodology reports, research papers and reports, analytical studies, briefing documents, strategic assessments and advice, presentations and in-person meetings and briefings. The Contractor must, if requested by the Project Authority, meet with the Project Authority and other stakeholders to discuss and/or present deliverables.

### 6.3 Work Area 3: Enhancement of Defence Analysis Capacity

The Contractor will be required to engage Canada's broader community of interested post-secondary education institutions, think tanks, and research institutes to collaborate on areas of shared interest. In addition, the Contractor will be required to implement outreach initiatives aimed at enhancing networks,

building capacity and generating interest among Canadian researchers and students in pursuing a career related to defence analytics.

## **7.0 Meetings**

Unless otherwise indicated in this Statement of Work or in a Task Authorization issued by the Project Authority or Contract Authority, or otherwise agreed to by the Project Authority, meetings will be convened in the National Capital Region between Canada and the Contractor at a time mutually agreed upon by both parties. Canada will determine the location of the meetings. Meetings will be chaired by Canada. Canada will provide the facilities, materiel and services reasonably required to facilitate the meetings.

The Contractor must ensure that personnel responsible for work under discussion, or a suitable representative authorized to conduct the work under the Contract, attend the meetings.

In order to reduce travel and work flow interruptions, Canada and the Contractor, by mutual agreement, can convene video or telephone conferences in lieu of face-to-face meetings.

### **7.1 Kick-Off Meetings**

The Contractor must participate in Kick-Off Meetings with the Project Authority and other stakeholders as required by the Project Authority. These meetings will be scheduled by the Project Authority at the following junctures:

- (i) shortly after the date of Contract Award;
- (ii) shortly after the beginning of the option Year 1, should the option be exercised to extend the Contract;
- (iii) shortly after the beginning of the option Year 2, should the option be exercised to extend the Contract; and
- (iv) If required by the Project Authority, shortly after a Task Authorization is issued.

The objective of these meetings will be to discuss the Work Requirements and schedule for the upcoming contract period as well as any required amendments to the related Preliminary Project Plans submitted by the Contractor as part of the bid package (including both the work plan component and the approach and methodology component of the plans).

## **8.0 Communications**

In addition to the timely submission of all deliverables and the fulfillment of obligations specified within the Contract, the Contractor must facilitate and maintain regular communication with the Project Authority.

Communication is defined as all reasonable efforts to inform the Project Authority of plans, decisions, proposed approaches, implementation, progress and results of work, to ensure that the work is progressing in accordance with Canada's expectations. Communications may include: phone calls, electronic mail, and meetings at the discretion of the Project Authority.

The Contractor must immediately notify the Project Authority of any issues, problems, or areas of concern in relation to any work under the Contract, as such issues may arise, and provide related mitigation strategies to address them.

## **9.0 Format and Structure of Reports**

Unless otherwise agreed to in writing by the Project Authority, the Reports submitted pursuant to sections 6.1.1, 6.1.2, and 6.2.1 of this Statement of Work must adhere to the following format and structure:

- Title Page;
  - Title
  - Contract No.: XXX
  - Prepared For: Innovation, Science and Economic Development Canada
  - Prepared By: Contractor's name and address
  - Approved By: Contractor approval name and date.
- Table of Contents;
- Acronyms and Abbreviations;
- Executive summary;
- Main body of report;
- Conclusions; and
- Annexes and appendices, as applicable.

### **Electronic Format**

Unless otherwise agreed to in writing by the Project Authority, the Reports must be delivered in electronic format by e-mail or portable storage device (e.g., USB key, Secure Digital, etc.). The 2007 or later compatible version of MS Office Word is the only acceptable format for the electronic versions for the Reports.

## **10.0 Constraints**

The Contractor is considered an independent third party defence sector advisor to the Government of Canada. The Contractor must disclose forthwith any real or perceived conflict of interest with the defence industry.

## **11.0 Location of Work**

Unless otherwise stated in the Contract or a Task Authorization, the Contractor must provide its own office space, technology, supplies and resources to conduct the work. The Contractor must be in a position to respond to inquiries and execute tasks in an expeditious fashion.

## **12.0 Language**

The Contractor must provide written deliverables in English, unless otherwise specified or agreed to in writing by the Project Authority.

The Contractor must be prepared to participate in interactive events (e.g., workshops, key informant interviews, focus groups, case studies, and consultative roundtables) with stakeholders in either of Canada's official languages, English or French.

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## APPENDIX A TO THE STATEMENT OF WORK

### Descriptions of Marine, Land, Air, Space and Cybersecurity Sectors in Canada

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#### **Marine Sector**

The Marine sector is comprised of activities that relate to: naval ship fabrication, structures and components; naval ship maintenance, repair and overhaul; naval ship-borne systems (i.e., mission systems) and components; and simulation systems for naval vessels.

In addition, the Marine sector is comprised of commercial and civil activities that relate to: shipbuilding, ship hulls and structural components; ship propulsion systems, electrical power systems and related components; ship-borne software, sensors, electronics, navigation systems, and equipment control systems and components; ship repair and maintenance services; ship design, engineering and related professional services; marine sciences and ocean technology (other acoustic, radar, sonar, communication, surveying, mapping, imaging and geomatics equipment, components and services); and unmanned marine vehicles, manned sub-surface vehicles and marine robotics and components.

#### **Land Sector**

The Land sector is comprised of activities that relate to: combat vehicles and components; combat vehicles maintenance, repair and overhaul; firearms and other weapons; ammunition and other munitions; primarily land-based or man-portable electro-optical, radar, sonar and other sensor/information collection systems; fire control, warning and countermeasures systems and related components; primarily land-based, man-portable or non-platform specific communications and navigation systems, and other information systems (including processing and dissemination), software, electronics and components; simulation systems for land vehicles or other applications; live personnel and combat training services; and troop support.

#### **Air Sector**

The Air sector is comprised of defence and civil activities that relate to: aircraft fabrication, structures and components; military aircraft maintenance, repair and overhaul services; unmanned aerial systems/vehicles (UAS/V) and components; simulation systems for aircraft; missiles and rockets; primarily airborne electro-optical, radar, sonar and other sensor/information collection systems; fire control, warning and countermeasures systems and related components; primarily airborne communications and navigation systems; and other information systems (including processing and dissemination), software, electronics and components.

#### **Space Sector**

The Space sector is comprised of military, commercial and government non-military activities that relate to: systems deployed in space; space launch vehicles; land-based systems for the operation, command and control of space launch vehicles or systems deployed in space; and related components.

#### **Cybersecurity Sector**

The cybersecurity sector is comprised of activities that relate to: penetration testing and associated vulnerability and threat assessments, compliance audits and program development, strategy development, and related risk management and consulting services; industrial control systems; supervisory control and data acquisition (SCADA); and operation technology (OT) related cyber security; encryption; cyber security infrastructure services and solutions for the ongoing protection of networks and data (e.g., firewalls, e-mail gateways, end point security, runtime application self-protection,

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authentication systems, and intrusion detection & prevention systems, etc.); cyberspace threat monitoring, detection, intelligence services, and active cyber defence measures; products and/or services relating to forensics and the investigation of, and response to cyber attacks or other cyber incidents and intrusions; and cyber security training.

## ANNEX B, BASIS OF PAYMENT

### A- Initial Contract Period (From date of Contract award to March 31, 2021)

During the initial period of the Contract, for Work performed in accordance with the Contract, the Contractor will be paid as specified below.

#### 4.1.3 Professional Fees

TABLE 1 – TASK BASED WORK

Period	Resource Categories	All-inclusive Fixed Daily Rate (CDN\$)
Initial Period (Year 1 to Year 3): From contract award date to March 31, 2021	Project Principal	<b>\$ <i>To be completed at time of Contract award</i></b>
	Subject Matter expert	<b>\$ <i>To be completed at time of Contract award</i></b>
	Statistical Analyst	<b>\$ <i>To be completed at time of Contract award</i></b>

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will 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 all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$ *To be completed at time of Contract award***

### 2. Cost Reimbursable Expenses (Task Authorization only)

#### 2.1 Authorized travel and living expenses for Work (if applicable)

Concerning the requirements to travel described in the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), 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 [National Joint Council Travel Directive](#); and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

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.

**Total Estimated Cost of Authorized Travel and Living Expenses: \$ *To be completed at time of Contract award***



### 3. Total Estimated Cost- Initial Contract Period: \$ (To be completed at time of Contract award)

With the exception of the all inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Project Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.1 – Authorized TA, of the Contract.

#### B- Option to Extend the Term of the Contract

This section is only applicable if the option to extend the Contract is exercised by Canada.

During the extended period of the Contract specified below, the Contractor will be paid as specified below to perform all the Work in relation to the Contract extension.

#### Extended Contract Periods

##### 1. Professional Fees

TABLE 2 – TASK BASED WORK

Period	Resource Categories	All-inclusive Fixed Daily Rate (CDN\$)
<b>Option Period 1:</b> Year 4: (From April 1, 2021 to March 31, 2022)	Project Principal	\$ <i>To be completed at time of Contract award</i>
	Subject Matter expert	\$ <i>To be completed at time of Contract award</i>
	Statistical Analyst	\$ <i>To be completed at time of Contract award</i>
<b>Option Period 2:</b> Year 5: (From April 1, 2022 to March 31, 2023)	Project Principal	\$ <i>To be completed at time of Contract award</i>
	Subject Matter expert	\$ <i>To be completed at time of Contract award</i>
	Statistical Analyst	\$ <i>To be completed at time of Contract award</i>

For the purpose of this Contract, a day is defined as 7.5 hours of work, exclusive of meal breaks. Payment will 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 all inclusive fixed daily rate must be prorated to reflect the actual time worked.

**Total Estimated Cost of Professional Fees: \$ To be completed at time of Contract award**

#### 4.1.4 Cost Reimbursable Expenses (Task Authorization only)

##### 2.1 Authorized travel and living expenses for Work (if applicable)

Concerning the requirements to travel described in the Statement of Work in Annex A, the Contractor will be paid for its authorized travel and living expenses reasonably and properly incurred in the performance of the Work done, delivered or performed outside the National Capital Region (NCR) defined in the [National Capital Act \(R.S.C., 1985, c. N-4\)](http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont), available on the Justice Website (<http://laws-lois.justice.gc.ca/eng/acts/N-4/page-9.html#docCont>), 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 [National Joint Council Travel Directive](#); and with the other provisions of the directive referring to "travellers", rather than those referring to "employees".

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Canada will not accept travel and living expenses that may need to be incurred by the Contractor for any relocation of resources required to satisfy its contractual obligations.

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.

Total Estimated Cost of Authorized Travel and Living Expenses: \$ **(To be completed at time of Contract award)**,

**4.1.5 Total Estimated Cost- Extended Contract Period: \$ (To be completed at time of Contract award)**

With the exception of the all inclusive fixed time rates specified above, the amounts shown in this section of the annex are estimates only. Minor changes to these estimates will be accepted for billing purposes as the Work proceeds, provided that these changes have the prior approval of the Project Authority, and provided that the total estimated cost of the Contract does not exceed the Limitation of Expenditure specified in clause 7.6.1.1 – Authorized TA, of the Contract.

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## ANNEX C, TASK AUTHORIZATION FORM

<b>Contract Number</b>	UT830-176481/001/ZG	
<b>Task Authorization (TA) Number</b>	Instructions to the TA Authority: Enter the number here.	
<b>Contractor's Name and Address</b>		
Instructions to the TA Authority: Enter the name and address here.		
Total Estimated Cost of Task (Applicable Taxes extra) before any revisions:	\$	Instructions to the TA Authority: Enter the amount here.
<b>TA Revisions Previously Authorized</b>		
Instructions to the TA Authority: the information for the previously authorized revisions must be presented in ascending order of assigned revision numbers (the first revision must be identified as No. 1, the second as No. 2, etc.). If no increase or decrease was authorized, enter \$0.00. Add rows, as needed		
TA Revision Number: Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ Instructions to the TA Authority: Enter the amount here, as applicable.	
TA Revision Number: Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ Instructions to the TA Authority: Enter the amount here, as applicable.	
<b>New TA Revision</b>		
Instructions to the TA Authority: the first revision must be identified as No. 1, the second as No. 2, etc. If no increase or decrease is authorized, enter \$0.00.		
TA Revision Number: Instructions to the TA Authority: Enter the number here, as applicable.	Authorized Increase or Decrease (Applicable Taxes extra) \$ Instructions to the TA Authority: Enter the amount here, as applicable.	
Total Estimated Cost of Task (Applicable Taxes extra) after this revision:	\$	Instructions to the TA Authority: Enter the amount here, as applicable.
<b>Contract Security Requirements (as applicable)</b>		
This task includes security requirements. At STEP 1 a): check the applicable boxes.		
<input type="checkbox"/> No <input type="checkbox"/> Yes. Refer to the Security Requirements Checklist (SRCL) annex of the Contract.		
Remarks: At STEP 1 a), 2a) or 3, enter the remarks, if any, or enter : "N/A".		
<b>Required Work</b>		
Instructions to the TA Authority: The content of sections A, B, C and D below must be in accordance with the Contract. To view the instructions for Section A, click on the hyperlink.		

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**SECTION A – Task Description of the Work Required** [Instructions for Section A](#)

**SECTION B – Applicable Basis of Payment** [Instructions for Section B](#)

**SECTION C - Cost Breakdown of Task** [Instructions for Section C](#)

**SECTION D- Applicable Method of Payment** [Instructions for Section D](#)

**Authorization - Authorization**

By signing this TA, the Project Authority or the PWGSC Contracting Authority or both, as applicable, certify (ies) that the content of this TA is in accordance with the Contract.

En apposant sa signature sur cette AT, le chargé de projet ou l'autorité contractante de TPSGC ou, s'il y a lieu, les deux atteste(nt) que le contenu de cette AT respecte les conditions du contrat.

Name of Project Authority - Nom du chargé de projet \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Name of PWGSC Contracting Authority -  
Nom de l'autorité contractante de TPSGC \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Contractor's Signature - Signature de l'entrepreneur**

Name and title of individual authorized to sign for the Contractor  
Nom et titre de la personne autorisée à signer au nom de l'entrepreneur  
\_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

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## **ANNEX D, NON-DISCLOSURE AGREEMENT**

I, \_\_\_\_\_, recognize that in the course of my work as an employee or subcontractor of \_\_\_\_\_, I may be given access to information by or on behalf of Canada in connection with the Work, pursuant to Contract Serial No. **UT830-176481/001/ZG** between Her Majesty the Queen in right of Canada, represented by the Minister of **Public Works and Government Services** and **Innovation, Science and Economic Development Canada (ISED)**, including any information that is confidential or proprietary to third parties, and information conceived, developed or produced by the Contractor as part of the Work. For the purposes of this agreement, information includes but not limited to: any documents, instructions, guidelines, data, material, advice or any other information whether received orally, in printed form, recorded electronically, or otherwise and whether or not labeled as proprietary or sensitive, that is disclosed to a person or that a person becomes aware of during the performance of the Contract.

I agree that I will not reproduce, copy, use, divulge, release or disclose, in whole or in part, in whatever way or form any information described above to any person other than a person employed by Canada on a need to know basis. I undertake to safeguard the same and take all necessary and appropriate measures, including those set out in any written or oral instructions issued by Canada, to prevent the disclosure of or access to such information in contravention of this agreement.

I also acknowledge that any information provided to the Contractor by or on behalf of Canada must be used solely for the purpose of the Contract and must remain the property of Canada or a third party, as the case may be.

I agree that the obligation of this agreement will survive the completion of the Contract Serial No.: **UT830-176481/001/ZG**

\_\_\_\_\_  
**Name (print)**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Title**

\_\_\_\_\_  
**Date**