

**RETURN BID TO/ RETOURNER LES
SOUSSIONS À :**

itservices.aaci@international.gc.ca

**Department of Foreign Affairs, Trade and
Development (DFATD)**

Ministère des Affaires étrangères, commerce et
développement (MAECD)

**Request for Proposal
Demande de proposition**

proposal to: Department of Foreign Affairs Trade
and Development.

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 here to, the goods, services, and
construction listed herein and on any attached
sheets at the price(s) set out therefor.

Proposition à: Ministère des Affaires Étrangères,
commerce et développement

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 appendices ci-jointes,
les biens, services et construction énumérés ici
sur toute feuille ci-annexée, au(x) prix
indiqué(s).

Comments — Commentaires:

**THIS DOCUMENT CONTAINS A SECURITY
REQUIREMENT — LE PRÉSENT DOCUMENT
COMPORTE UNE EXIGENCE EN MATIÈRE DE
SÉCURITÉ**

Issuing Office – Bureau de distribution

Foreign Affairs, Trade and Development / Affaires
étrangères, commerce et développement
200 Promenade du Portage
Gatineau, QC

| | |
|--|--|
| Title — Sujet: 2018 Review of Export Development Canada | |
| Solicitation No. — N° de l'invitation 18-137399 | Date: March 01, 2018 |
| Solicitation Closes — L'invitation prend fin | Time Zone — Fuseau horaire |
| At / à: 2:00 PM | EDT (Eastern Daylight Saving Time) |
| On / le April 16th, 2018 | |
| F.O.B. — F.A.B. | |
| Plant-Usine: <input type="checkbox"/> Destination: X Other — Autre: <input type="checkbox"/> | |
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| Destination of Goods and or Services/Destination – des biens et ou services: Department of Foreign Affairs, Trade and Development (DFATD)/ Ministère des Affaires étrangères, commerce et développement (MAECD) | |
| Vendor/Firm Name and Address — Raison sociale et adresse du fournisseur/de l'entrepreneur: | |
| Telephone No. – No de téléphone: | FAX No. – No de télécopieur: |
| Name and title of person authorized to sign on behalf of Vendor/Firm (type or print) — Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur (taper ou écrire en caractères d'imprimerie) | |
| Signature | Date |



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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 To be determined;

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.

List of Annexes to the Resulting Contract:

Annex A – Statement of Work

Annex B – Basis of Payment

Annex C – Security Requirements Check List (SRCL)

List of Attachments to Part 3 (Bid Preparation Instructions) :

Attachment 3.1: Bid Submission Form

List of Attachments to Part 4 (Evaluation Procedures and Basis of Selection):

Attachment 4.1: Bid Evaluation Criteria



1.2 Summary

- 1.2.1 This bid solicitation is being issued to satisfy the requirement of **Department of Foreign Affairs, Trade and Development Canada (DFATD)** for the provision of professional services to produce a report for submission to the Minister of International Trade to support the Minister's statutory obligation under the Export Development Act of 1969 (the "Act") to conduct periodic legislative reviews of the provisions and operation of the Act in consultation with the Minister of Finance.

The full title of the Act is as follows: "An Act to establish Export Development Canada and to support and develop trade between Canada and other countries and Canada's competitiveness in the international market-place".

It is intended to result in the award of one (1) contract for up to nine (9) months.

- 1.2.2 There are security requirements associated with this requirement. For additional information, consult Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. For more information on personnel and organization security screening or security clauses, Bidders should refer to the [Industrial Security Program \(ISP\)](http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html) of Public Works and Government Services Canada (<http://ssi-iss.tpsgc-pwgsc.gc.ca/index-eng.html>) website.
- 1.2.3 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), and the Agreement on Internal Trade (AIT).
- 1.2.4 The Federal Contractors Program (FCP) for employment equity applies to this procurement; see Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the annex titled [Federal Contractors Program for Employment Equity - Certification.](#)"

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.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

- a) 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.
- b) 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.
- c) The [2003](#) (2017-04-27) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.
- d) Subsection 5.4 of [2003](#), Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days

Insert: 180 calendar days.



2.2 Submission of Bids

Bids must be submitted only to the Department of Foreign Affairs, Trade and Development (DFATD) Bid Inbox by the date, time and place indicated on page 1 of the bid solicitation. Bids MUST NOT be sent directly to the Contracting Authority. Bids sent directly to the Contracting Authority WILL NOT be considered.

Bids transmitted by facsimile (Fax) to DFATD 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](#).

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 Enquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than five (5) 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 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 five (5) days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.



PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

a) **Copies of Bid:** Canada requests that bidders provide their bid in separately bound sections as follows:

- i. Section I: Technical Bid (one (1) electronic copy)
- ii. Section II: Financial Bid (one (1) electronic copy)
- iii. Section III: Certifications not included in the Technical Bid (one (1) electronic copy)

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

b) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

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

c) **Canada's Policy on Green Procurement:** 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 (*Not Applicable for this procurement*):

- i. use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and
- ii. use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

d) **Submission of Only One Bid from a Bidding Group:**

- i. The submission of more than one bid from members of the same bidding group is not permitted in response to this bid solicitation. If members of a bidding group participate in more than one bid, Canada will set aside all bids received from members of that bidding group.
- ii. For the purposes of this article, "**bidding group**" means all entities (whether those entities include one or more natural persons, corporations, partnerships, limited liability partnerships, etc.) that are related to one another. Regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law, entities are considered "**related**" for the purposes of this bid solicitation if:
 - A. they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
 - B. they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
 - C. the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - D. the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.



e) Joint Venture Experience:

- i. 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.

- ii. 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.

- iii. 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.

- iv. 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.

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.

The technical bid consists of the following:

- i. **Bid Submission Form:** Bidders are requested to include the **Bid Submission Form – Attachment 3.1** with their bids. It provides a common form in which bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder’s Procurement Business Number, the Bidder’s status under the Federal Contractors Program for Employment Equity, etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.
- ii. **Security Clearance:** Bidders are requested to submit the following security information for each of the proposed resources with their bids on or before the bid closing date:

SECURITY INFORMATION:

Name of individual as it appears on security clearance application form: _____

Individuals date of birth: _____

Level of security clearance obtained: _____

Validity period of security clearance obtained: _____

Security Screening Certificate and Briefing Form file number : _____

- iii. **Substantiation of Technical Compliance:**

The technical bid must substantiate the compliance with the specific articles of **Attachment 4.1** which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or product complies is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the “Bidder’s Response” column of **Attachment 4.1**, where Bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.

- iv. **For Previous Similar Projects:** Where the bid must include a description of previous similar projects: (i) a project must have been completed by the Bidder itself (and cannot include the experience of any proposed subcontractor or any affiliate of the Bidder); (ii) a project must have been completed the bid closing date; (iii) each project description must include, at minimum, the name and either the telephone number or e-mail address of a customer reference; and (iv) if more similar projects are provided than requested, Canada will decide in its discretion which projects will be evaluated. A project will be considered “similar” to the Work to be performed under any resulting contract if the project was for the performance of work that closely matches the TBIPS descriptions of the Resource Categories identified in Section 1.2. Work will be considered to “closely match” if the work in the provided project is



described in at least 50% of the points of responsibility listed in the description of the given Resource Category.

- v. **For Proposed Resources:** The technical bid must include résumés for the resources as identified in **Attachment 4.1**. The Technical bid must demonstrate that each proposed individual meets the qualification requirements described (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to the proposed resources:
- A. Proposed resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work
 - B. For educational requirements for a particular degree, designation or certificate, Canada will only consider educational programmes that were successfully completed by the resource by the time of bid closing.
 - C. For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and contract period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must be an accredited or otherwise recognized body, institution or entity.
 - D. For work experience, Canada will not consider experience gained as part of an educational programme, except for experience gained through a formal cooperative programme at a post-secondary institution.
 - E. For any requirements that specify a particular time period (e.g., 2 years) of work experience, Canada will disregard any information about experience if the technical bid does not include the relevant dates (month and year) for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
 - F. For work experience to be considered by Canada, the technical bid must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. In situations in which a proposed resource worked at the same time on more than one project, the duration of any overlapping time period will be counted only once toward any requirements that relate to the individual's length of experience .
- vi. **Customer Reference Contact Information:** The Bidder must provide customer references who must each confirm, if requested by Canada the information required by Article 1 of **Attachment 3.1**. For each customer reference, the Bidder must, at a minimum, provide the name, the telephone number and e-mail address for a contact person. Bidders are also requested to include the title of the contact person. If there is a conflict between the information provided by the customer reference and the bid, the information provided by the customer reference will be evaluated instead of the information in the bid. If the named individual is unavailable when required during the evaluation period, the Bidder may provide the name and contact information of an alternate contact from the same customer.



Section II: Financial Bid

3.1 Bidders must submit their financial bid in accordance with the Basis of Payment in Annex "B". The total amount of Applicable Taxes must be shown separately.

3.2 Exchange Rate Fluctuation

SACC [C3011T](#) - Exchange Rate Fluctuation (2013-11-06)

The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

Section III: Certifications

Bidders must submit the certifications and additional information required under Part 5.



ATTACHMENT 3.1 – BID SUBMISSION FORM

Bidder's full legal name _____

Authorized Representative of Bidder for evaluation purposes
(e.g., clarifications)

- 1. Name: _____
- 2. Title: _____
- 3. Address: _____
- 4. Telephone # _____
- 5. Fax # _____
- 6. Email: _____

Bidder's Procurement Business Number (PBN)

The Bidder is required to certify to its status with FCP-EE, as follows:

The Bidder:

- is not subject to FCP-EE, having a workforce of less than 100 persons in Canada,
- is not subject to FCP-EE, being a regulated employer under the *Employment Equity Act*,
- is subject to the requirements of FCP-EE, having a workforce of 100 persons or more, but has not previously obtained a certificate number from HRDC-Labour, (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is provided herewith (attached);
- is subject to FCP-EE, and has a valid certification number as follows: _____ (e.g. has not been declared "Ineligible Contractor" by HRDC-Labour).

1.1 Former Public Servants

See the Article in Part 5 of the bid solicitation entitled Former Public Servant Certification for a definition of "Former Public Servant".

- 1. Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation?
 - o Yes
 - o No
- 2. If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"
- 3. Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program?
 - o Yes
 - o No
- 4. If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"



1.2 Status and Availability of Resources

On behalf of the bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:

1. The bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation;
2. This bid is valid for the period requested in the bid solicitation;
3. All the information provided in the bid is complete, true and accurate; and
4. If the bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.

Signature of Authorized Representative of Bidder

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, 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.

Signature of authorized representative

1.3 Security Information:

The Bidder certifies that the individuals proposed to perform the work hold a current, valid Government of Canada **(RELIABILITY)** or higher security clearance with no limitations.

Signature of authorized representative

Security Clearance Level of Bidder's Individual Resources

1. Name of Individual as it appears on security clearance application:

2. Level of security clearance obtained and expiry date:

1. Level: _____



2. Date: _____

3. Security Screening Certificate and Briefing Form file number:

4. Individuals Date of Birth:



PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

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

4.1.1 Technical Evaluation

a) **Mandatory Technical Criteria :**

Each bid will be reviewed to determine whether it meets the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words “must” or “mandatory” is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be considered non-responsive and be disqualified. The Mandatory evaluation criteria are described in **Attachment 4.1 - Bid Evaluation Criteria**.

b) **Point-Rated Technical Criteria:**

Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. The rated requirements are described in **Attachment 4.1 - Bid Evaluation Criteria**.

4.1.2 Financial Evaluation

For evaluation purposes only, the total cost shall be established as follows:

The total price of a bid will be the sum of the Bidder's quoted firm price, specified in **Annex B – Basis of Payment**, for the contract period.

4.1.2.1 Mandatory Financial Criteria

SACC Manual Clause [A0222T](#) (2014-06-26), Evaluation of Price

1. The price of the bid will be evaluated as follows:
 - a. Canadian-based bidders must submit firm prices, Canadian customs duties and excise taxes included, and Applicable Taxes excluded.
 - b. foreign-based bidders must submit firm prices, Canadian customs duties, excise taxes and Applicable Taxes excluded. Canadian customs duties and excise taxes payable by Canada will be added, for evaluation purposes only, to the prices submitted by foreign-based bidders.
2. Unless the bid solicitation specifically requires bids to be submitted in Canadian currency, bids submitted in foreign currency will be converted to Canadian currency for evaluation purposes. The rate given by the Bank of Canada in effect on the bid solicitation closing date, or on another date specified in the bid solicitation, will be applied as a conversion factor to the bids submitted in foreign currency.
3. Although Canada reserves the right to award the Contract either on an FOB plant or FOB destination, Canada requests that bidders provide prices FOB their plant or shipping point and FOB destination. Bids will be assessed on an FOB destination basis.
4. For the purpose of the bid solicitation, bidders with an address in Canada are considered Canadian-based bidders and bidders with an address outside of Canada are considered foreign-based bidders.



4.2 Basis of Selection

SACC Manual Clause [A0027T](#) (2012-07-16) Highest Combined Rating of Technical Merit and Price

1. Combined Rating of Technical Merit [60%] and Price [40%]

1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation; and
 - b. meet all mandatory criteria; and
 - c. obtain the required minimum of **951** points overall for the technical evaluation criteria which are subject to point rating.
 - d. The rating is performed on a scale of **1585 points**.
2. Bids not meeting a, b and c will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be **60%** for the technical merit and **40%** for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of **60%**.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of **40%**.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.
7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 60/40 ratio of technical merit and price, respectively. The total available point equal 135 and the lowest evaluated price is \$45,000 (45).

| | | Bidder 1 | Bidder 2 | Bidder 3 |
|--------------------------------|------------------------------|-----------------------------|----------------------------|----------------------------|
| Overall Technical Score | | 115/135 | 89/135 | 92/135 |
| Bid Evaluated Price | | \$55,000.00 | \$50,000.00 | \$45,000.00 |
| Calculations | Technical Merit Score | $115/135 \times 60 = 51.11$ | $89/135 \times 60 = 39.56$ | $92/135 \times 60 = 40.89$ |
| | Pricing Score | $45/55 \times 40 = 32.73$ | $45/50 \times 40 = 36.00$ | $45/45 \times 40 = 40.00$ |
| Combined Rating | | 83.84 | 75.56 | 80.89 |
| Overall Rating | | 1st | 3rd | 2nd |



ATTACHMENT 4.1: BID EVALUATION CRITERIA

1. Evaluation Criteria

The proposal will be evaluated and scored in accordance with specific evaluation criteria as detailed herein. It is imperative that these criteria be addressed in sufficient depth in the proposal to fully describe the bidder's response.

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirements will not be considered "demonstrated" for the purpose of this evaluation and will be deemed non-compliant. Cutting and pasting the experience into the resumes will not suffice.

The bidder should provide complete details as to where, when (month and year) and how (through which activities/responsibilities) the stated qualifications/experience were obtained. Experience gained during formal education shall not be considered work experience. All requirements for work experience shall be obtained in a legitimate work environment as opposed to an educational setting. Co-op terms are considered work experience as they are related to the required services.

Bidders are also advised that the month(s) of experience listed for a project whose timeframe overlaps that of another referenced project will only be counted once. For example: Project 1 timeframe is July 2001 to December 2001; Project 2 timeframe is October 2001 to January 2002; the total months of experience for these two projects references is seven (7) months. Bidders are asked to indicate on the resumes how many months/years are to be counted for each project.

For each criterion, details should be provided regarding the qualifications, relevant experience and expertise of the proposed personnel. For mandatory and point rated requirements, the experience of the proposed resource(s) must be clearly identified by providing a summary/description of the previous projects worked on and indicating when the work was carried out, and the client.

Curriculum vitae of the proposed resource must be provided. Also, the evaluation criteria matrix must be used to answer the mandatory and point rated criteria. Therefore, the answers are to be entered directly into the matrix, explaining how each criterion has been met, while referencing both the page and project numbers as indicated in the resume.

1.2 Mandatory Requirements

Proposals will be evaluated in accordance with the mandatory evaluation criteria as detailed herein. Bidders are advised to address each requirement in sufficient depth to permit a complete requisite analysis and assessment by the evaluation team. Proposals failing to adequately respond to the mandatory evaluation criteria will be excluded from further consideration. Only proposals found to meet the mandatory evaluation criteria will be evaluated in accordance with the evaluation criteria subject to point rating.

Of Note: The minimum acceptable duration of a project is three (3) months.



| Item | Mandatory Criteria | Met / Not Met | Cross Reference to Proposal |
|------|--|---------------|-----------------------------|
| M1 | <p>The Bidder must provide examples of three (3) projects which demonstrate the Bidder's experience in making informed, research-based, recommendations on public policy issues. For each project, the Bidder must provide project title, when the project was undertaken, amount (in Canadian Dollars), and client. A reference letter outlining the subject matter and scope of the work undertaken or a copy of the work or a link to a published version of the work must be provided for each project to fulfill this criterion.</p> | | |
| M2 | <p>The Bidder must provide an example of one (1) project which demonstrates the Bidder's experience in managing and leading large-scale public consultations. The Bidder must provide project title, when the project was undertaken, amount (in Canadian Dollars), client and a brief description of the consultations undertaken. A reference letter outlining the scope of the work undertaken or a copy of the work or link to a published version of the work must be provided to fulfill this criterion.</p> | | |
| M3 | <p>The Bidder must provide the names and contact information for two references related to projects undertaken by the Bidder that are similar in size and scope to the project outlined in the Statement of Work. The Bidder must ensure that these references will be available to be contacted by the evaluation committee during the evaluation period. The references provided can be the same as those provided under M1 or M2.</p> | | |
| M4 | <p>The Bidder must provide evidence demonstrating the Bidder's capacity to conduct all components of the project in both official languages (French and English).</p> | | |
| M5 | <p>The Bidder must submit a financial including all expenses and applicable taxes. The financial proposal must be submitted as a separate package in a separate envelope to the technical proposal. No financial information may appear in the technical proposal.</p> | | |



| Item | Mandatory Criteria | Met / Not Met | Cross Reference to Proposal |
|------|--|---------------|-----------------------------|
| M6 | The Bidder must submit Curriculum Vitae (CV) for all proposed personnel. The CVs must include summaries demonstrating the skills and expertise requested in the rated criteria. The proposal must specify the expected role of each team member, educational level , and security clearance level , if any. | | |
| M7 | The Bidder must provide a workplan describing the level of effort , team resource allocation and timelines to address all elements of the Scope of Work. Bidders that do not allocate sufficient levels of effort or team resources or do not meet the timelines required will be considered non-compliant . Level of effort must be provided per diem based on a 7.5 hour working day. | | |



1.2 Point Rated Requirements

Proposals will be evaluated and scored in accordance with specific evaluation criteria as detailed in this section. A bidder must obtain a minimum pass mark of 60% for the proposed resource in order to be considered responsive.

Details should be provided regarding the qualifications, relevant experience and expertise of the proposed personnel. The experience of the proposed resource should be clearly identified by providing a summary/description of the previous projects worked on and indicating when the work was carried out, and the client.

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the requirements will not be considered “demonstrated” for the purpose of this evaluation. The bidder should provide complete details as to where, when (month and year) and how (through which activities/responsibilities) the stated qualifications/experience were obtained. Experience gained during formal education shall not be considered work experience. All requirements for work experience shall be obtained in a legitimate work environment as opposed to an educational setting. Co-op terms are considered work experience provided they are related to the required services.

Bidders are also advised that the month(s) of experience listed for a project whose timeframe overlaps that of another referenced project will only be counted once. For example, Project 1 timeframe is July 2001 to December 2001; Project 2 timeframe is October 2001 to January 2002; the total months of experience for these two project references is seven (7) months.

It is requested that for each of the criteria, bidder statements in this section make direct reference, project identifier, page number, to the supporting section(s) in the proposed resource's resume.



The summary of the maximum points to be awarded is summarized as following:

| Number | Criteria | Maximum |
|---------------|--|----------------|
| R1 | The Bidder should explain its approach to addressing, its experience related to, and its understanding of the following theme: <i>EDC's Complementary Role with the Domestic Private Sector</i> | 200 |
| R2 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>EDC's place within Government</i> | 200 |
| R3 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Meeting Canadian evolving business needs</i> | 200 |
| R4 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Role of EDC in the changing global context</i> | 90 |
| R5 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Comparison of the capacity of the Canadian trade financing system to that of OECD and Non-OECD countries</i> | 90 |
| R6 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Domestic Powers Regulations Review</i> | 200 |
| R7 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Governance of the Canada Account</i> | 160 |
| R8 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>The Development Finance Institute</i> | 130 |
| R9 | Project Management, Consultations and Risk Management | 255 |
| R10 | References | 60 |
| | Total | 1585 |



| R1 | The Bidder should explain its approach to addressing, its experience related to, and its understanding of the following theme: EDC's Complementary Role with the Domestic Private Sector | | | |
|------|---|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R1.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work Component 1) | 3 points will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /15 | |
| R1.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work Component 1) | 3 points will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /15 | |
| R1.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work Component 2) | 15 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale 8 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale 0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale | /15 | |
| R1.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work Component 2) | 3 points will be awarded for each appropriately-targeted approach supported by a clear analysis | /9 | |



| R1 | The Bidder should explain its approach to addressing, its experience related to, and its understanding of the following theme: <i>EDC's Complementary Role with the Domestic Private Sector</i> | | | |
|------|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R1.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme</p> <p>Work Experience (within last 25 years):</p> <p>30 points for 20 years or more of direct experience in analyzing trends and developments in international commerce 25 points for 15-19 years of direct experience in analyzing trends and developments in international commerce 20 points for 12-14 years of direct experience in analyzing trends and developments in international commerce 15 points for 9-11 years of direct experience in analyzing trends and developments in international commerce 10 points for 6-8 years of direct experience in analyzing trends and developments in international commerce 5 points for 3-5 years of direct experience in analyzing trends and developments in international commerce 2 points for 1-2 years of direct experience in analyzing trends and developments in international commerce 0 points for no direct experience in analyzing trends and developments in international commerce</p> <p>(within the last 10 years):</p> <p>An additional 5 points will be awarded for each of up to four (4) studies or projects undertaken related to analyzing trends and developments in international commerce</p> | /50 | |



| R1 The Bidder should explain its approach to addressing, its experience related to, and its understanding of the following theme: <i>EDC's Complementary Role with the Domestic Private Sector</i> | | | | |
|--|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R1.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team member must have at a minimum a university degree.</p> | <p>24 points: 24 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 12 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent) or 24 points for 4 + years of management relevant studies or projects of similar size and scope 12 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /24 | |
| R1.7 | <p>Describe up to three (3) trends and developments in domestic private sector insurance and what EDC's response to these trends has been</p> | <p>8 points will be awarded for each relevant trend and development identified with a clear supporting rationale (0 points if no rationale provided)</p> | /24 | |
| R1.8 | <p>Describe up to three (3) factors specific to the Canadian private insurance and banking sector that impact Canadian firms' ability to respond to these developments</p> | <p>8 points will be awarded for each way identified with a clear supporting rationale (0 points if no rationale provided)</p> | /24 | |



| R1 The Bidder should explain its approach to addressing, its experience related to, and its understanding of the following theme: <i>EDC's Complementary Role with the Domestic Private Sector</i> | | | | |
|---|--|--|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R1.9 | Identify up to three (3) examples of product or service innovations in this sector in other countries targeting the changing nature of this sector | 8 points will be awarded for each product or service innovation identified with a clear supporting rationale (0 points if no rationale provided) | /24 | |

| R2 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>EDC's place within Government</i> | | | | |
|---|---|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R2.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work Component 1) | 3 points will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /15 | |
| R2.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work Component 1) | 3 points will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /15 | |



| R2 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>EDC's place within Government</i> | | | | |
|--|---|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R2.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work <i>Component 2</i>) | <p>15 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale</p> <p>8 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale</p> <p>0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale</p> | /15 | |
| R2.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work <i>Component 2</i>) | 3 points will be awarded for each of appropriately-targeted approach supported by a clear analysis | /9 | |



| R2 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>EDC's place within Government</i> | | | |
|------|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R2.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years):</p> <p>35 points for 20 years or more of direct experience related to financial intermediation of international commercial transactions</p> <p>30 points 15-19 years of direct experience related to financial intermediation of international commercial transactions</p> <p>22 points for 12-14 years of direct experience related to financial intermediation of international commercial transactions</p> <p>15 points for 9-11 years of direct experience related to financial intermediation of international commercial transactions</p> <p>6 points for 6-8 years of direct experience related to financial intermediation of international commercial transactions</p> <p>4 points for 3-5 years of direct experience related to financial intermediation of international commercial transactions</p> <p>2 points for 1-2 years of direct experience related to financial intermediation of international commercial transactions</p> <p>0 points for no direct experience related to financial intermediation of international commercial transactions</p> <p>(within last 10 years):</p> <p>An additional 5 points will be awarded for each of up to three (3) studies or projects undertaken related to financial intermediation in international commerce.</p> | /50 | |



| R2 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>EDC's place within Government</i> | | | | |
|--|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R2.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>24 points: 24 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 12 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent) or 24 points for 4 + years of management relevant studies or projects of similar size and scope 12 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /24 | |
| R2.7 | Describe up to three (3) factors impacting the relationship of EDC with the government's trade ecosystem and its complementary role vis-à-vis its other federal partners | 12 points will be awarded for each relevant product or service need identified with a clear supporting rationale (0 points if no rationale provided) | /36 | |
| R2.8 | Describe up to three (3) factors that impact EDC's ability to address this role effectively and remain supportive of the government's policy objectives | 12 points will be awarded for each relevant constraint identified with a clear supporting rationale (0 points if no rationale provided) | /36 | |



| R3 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Meeting Canadian evolving business needs</i> | | | | |
|---|---|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R3.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work <i>Component 1</i>) | 3 points will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /15 | |
| R3.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work <i>Component 1</i>) | 3 points will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /15 | |
| R3.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work <i>Component 2</i>) | 15 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale 8 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale 0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale | /15 | |
| R3.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work <i>Component 2</i>) | 3 points will be awarded for each appropriately-targeted approach supported by a clear analysis | /9 | |



| R3 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Meeting Canadian evolving business needs</i> | | | |
|------|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R3.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years):</p> <p>30 points for 20 years or more of direct experience in policy analysis related to the financing of international commerce 25 points for 16-19 years of direct experience in policy analysis related to the financing of international commerce 20 points for 12-15 years of direct experience in policy analysis related to the financing of international commerce 15 points for 9-11 years of direct experience in policy analysis related to the financing of international commerce 10 points for 6-8 years of direct experience in policy analysis related to the financing of international commerce 5 points for 3-5 years of direct experience in policy analysis related to the financing of international commerce 2 points for 1-2 years of direct experience in policy analysis related to the financing of international commerce 0 points for no direct experience in policy analysis related to the financing of international commerce</p> <p>(within last 10 years):</p> <p>An additional 5 points will be awarded for each of up to four (4) studies or projects undertaken with respect to policy analysis related to the financing of international commerce</p> | /50 | |



| R3 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Meeting Canadian evolving business needs</i> | | | | |
|---|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R3.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>24 points: 24 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 12 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent) or 24 points for 4 + years of management relevant studies or projects of similar size and scope 12 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /24 | |
| R3.7 | Describe up to three (3) challenges faced by EDC and its ability to meet the emerging needs of Canadian firms in international business | 8 points will be awarded for each relevant challenge identified with a clear supporting rationale (0 points if no rationale provided) | /24 | |
| R3.8 | Describe up to three (3) emerging needs of Canada's trade and investment community for advisory, financing, insurance, and risk management products and services | 8 points will be awarded for each relevant benefit identified with a clear supporting rationale (0 points if no rationale provided) | /24 | |
| R3.9 | Describe up to three (3) areas in which the legislative framework of EDC could be improved to further address these needs | 8 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided) | /24 | |



| R4 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Role of EDC in the changing global context</i> | | | | |
|---|---|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R4.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work Component 1) | 1 point will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /5 | |
| R4.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work Component 1) | 1 point will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /5 | |
| R4.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work Component 2) | 5 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale 3 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale 0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale | /5 | |
| R4.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work Component 2) | 1 point will be awarded for each appropriately-targeted approach supported by a clear analysis | /3 | |



| R4 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Role of EDC in the changing global context</i> | | | |
|------|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R4.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years): 20 points for 20 years or more of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 15 points for 16-19 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 10 points for 12-15 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 8 points for 9-11 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 6 points for 6-8 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 4 points for 3-5 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 2 points for 1-2 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 0 points for no direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>(within last 10 years): An additional 5 points will be awarded for each of up to three (3) studies or projects undertaken related to managing, analysing, or advising on the governance of state-backed financial institutions</p> | /35 | |



| R4 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Role of EDC in the changing global context</i> | | | | |
|---|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R4.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>10 points: 10 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 5 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent)</p> <p>or</p> <p>10 points for 4 + years of management relevant studies or projects of similar size and scope 3 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /10 | |
| R4.7 | Describe up to three (3) trends and developments in international commerce that impact the financial intermediation needs of Canadian business | 3 points will be awarded for each relevant issues identified with a clear supporting rationale (0 points if no rationale provided) | /9 | |
| R4.8 | Describe up to three (3) factors specific to the Canadian business context that impact Canadian firms' response to these trends and developments in international commerce | 3 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided) | /9 | |



| R4 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Role of EDC in the changing global context</i> | | | | |
|--|--|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R4.9 | Identify up to three (3) examples of product or service innovations in other countries targeting the changing nature of international commerce | 3 points will be awarded for each relevant example identified with a clear supporting rationale (0 points if no rationale provided) | /9 | |

| R5 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Comparison of the capacity of the Canadian trade financing system to that of OECD and Non-OECD countries</i> | | | | |
|--|---|--|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R5.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work <i>Component 1</i>) | 1 point will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /5 | |
| R5.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work <i>Component 1</i>) | 1 point will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /5 | |



| R5 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Comparison of the capacity of the Canadian trade financing system to that of OECD and Non-OECD countries</i> | | | | |
|---|---|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R5.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work Component 2) | <p>5 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale</p> <p>3 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale</p> <p>0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale</p> | /5 | |
| R5.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work Component 2) | 2 points will be awarded for each appropriately-targeted approach supported by a clear analysis | /6 | |



| R5 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Comparison of the capacity of the Canadian trade financing system to that of OECD and Non-OECD countries</i> | | | |
|------|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R5.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years): 20 points for 20 years or more of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 15 points for 16-19 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 10 points for 12-15 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 8 points for 9-11 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 6 points for 6-8 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 4 points for 3-5 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 2 points for 1-2 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 0 points for no direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>(within last 10 years): An additional 5 points will be awarded for each of up to three (3) studies or projects undertaken related to managing, analysing, or advising on the governance of state-backed financial institutions</p> | /35 | |



| R5 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Comparison of the capacity of the Canadian trade financing system to that of OECD and Non-OECD countries</i> | | | | |
|---|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R5.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>10 points: 10 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 5 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent) or 10 points for 4 + years of management relevant studies or projects of similar size and scope 3 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /10 | |
| R5.7 | <p>Describe up to three (3) issues that impact Canada's trade finance system and how its capacity compares with that of other OECD and non-OECD countries in meeting competitive challenges in a global environment</p> | <p>4 points will be awarded for each relevant issues identified with a clear supporting rationale (0 points if no rationale provided)</p> | /12 | |
| R5.8 | <p>Describe up to three (3) potential issues regarding EDC's market window operating approach, relative to the OECD Agreement on Officially Supported Export Credits</p> | <p>4 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided)</p> | /12 | |



| R6 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Domestic Powers Regulations Review</i> | | | | |
|---|---|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R6.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work <i>Component 1</i>) | 3 points will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /15 | |
| R6.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work <i>Component 1</i>) | 3 points will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /15 | |
| R6.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work <i>Component 2</i>) | 15 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale 8 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale 0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale | /15 | |
| R6.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work <i>Component 2</i>) | 3 points will be awarded for each appropriately-targeted approach supported by a clear analysis | /9 | |



| R6 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Domestic Powers Regulations Review</i> | | | |
|------|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R6.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years): 35 points for 20 years or more of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 30 points for 16-19 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 22 points for 12-15 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 15 points for 9-11 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 6 points for 6-8 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 4 points for 3-5 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 2 points for 1-2 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 0 points for no direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>(within last 10 years): An additional 5 points will be awarded for each of up to three (3) studies or projects undertaken related to managing, analysing, or advising on the governance of state-backed financial institutions</p> | /50 | |



| R6 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Domestic Powers Regulations Review</i> | | | | |
|---|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R6.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>24 points: 24 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 12 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent)</p> <p>or</p> <p>24 points for 4 + years of management relevant studies or projects of similar size and scope 12 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /24 | |
| R6.7 | Describe up to three (3) issues that are salient regarding EDC's domestic powers and how they have impacted the domestic market landscape | 12 points will be awarded for each relevant issues identified with a clear supporting rationale (0 points if no rationale provided) | /36 | |
| R6.8 | Describe up to three (3) opportunities for enhanced effectiveness of EDC's current role in the domestic space | 12 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided) | /36 | |



| R7 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Governance of the Canada Account</i> | | | | |
|--|---|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R7.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work Component 1) | 2 points will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /10 | |
| R7.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work Component 1) | 2 points will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /10 | |
| R7.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work Component 2) | 10 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale 6 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale 0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale | /10 | |
| R7.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work Component 2) | 2 points will be awarded for each appropriately-targeted approach supported by a clear analysis | /6 | |



| R7 | The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Governance of the Canada Account</i> | | | |
|------|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R7.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years): 35 points for 20 years or more of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 30 points for 16-19 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 22 points for 12-15 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 15 points for 9-11 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 6 points for 6-8 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions 4 points for 3-5 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 2 points for 1-2 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions 0 points for no direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>(within last 10 years): An additional 5 points will be awarded for each of up to three (3) studies or projects undertaken related to managing, analysing, or advising on the governance of state-backed financial institutions</p> | /50 | |



| R7 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>Governance of the Canada Account</i> | | | | |
|---|--|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R7.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>20 points: 20 points for 5 + years of related experience at a senior level (at minimum director level or equivalent) 10 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent) 0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent)</p> <p>or</p> <p>20 points for 4 + years of management relevant studies or projects of similar size and scope 10 points for 2-3 years of management relevant studies or projects of similar size and scope 0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /20 | |
| R7.7 | Describe up to three (3) issues that are salient to the oversight of the Canada Account and its execution by EDC | 9 points will be awarded for each relevant issues identified with a clear supporting rationale (0 points if no rationale provided) | /27 | |
| R7.8 | Describe up to three (3) opportunities to enhance the framework of the Canada Account in order to ensure it remains adequate in addressing the needs of the government | 9 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided) | /27 | |



| R8 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>The Development Finance Institute</i> | | | | |
|--|---|--|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R8.1 | Identify up to five (5) key sources of information, other than key stakeholders, that the Bidder would consult in order to address this theme (Statement of Work Component 1) | 1 point will be awarded for each relevant source of information provided supported by a brief description and clear rationale (0 points if no description or rationale provided) | /5 | |
| R8.2 | Identify up to five (5) key stakeholders that would be consulted in order to address this theme (Statement of Work Component 1) | 1 points will be awarded for each relevant key stakeholder identified supported by a clear rationale (0 points if no rationale provided) | /5 | |
| R8.3 | Describe the categories of stakeholders and other interested parties targeted for wider consultations addressing this theme and a justification for the categories of stakeholders targeted to address this theme (Statement of Work Component 2) | 5 points will be allocated for responses that comprehensively identify the appropriate categories of stakeholders and provide a clear supporting rationale 3 points will be allocated for responses that partially identify the appropriate categories of stakeholders and provide a clear supporting rationale 0 points will be allocated for responses that do not identify the appropriate categories of stakeholders or responses that do not provide a clear supporting rationale | /5 | |
| R8.4 | Identify up to three (3) approaches to ensure awareness among stakeholders and interested parties of the Bidder's intention to explore this theme (Statement of Work Component 2) | 2 points will be awarded for each appropriately-targeted approach supported by a clear analysis | /6 | |



| R8 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>The Development Finance Institute</i> | | | | |
|--|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R8.5 | <p>Identify the team resource (s) with specific experience necessary for addressing this theme and provide relevant project and work experience</p> <p>Each identified team resource must have at a minimum a university degree. Identified resources who do not meet this minimum degree requirement will not be rated.</p> | <p>Points will be allocated on a cumulative basis for up to three (3) resources identified to address this theme.</p> <p>Work Experience (within last 25 years):</p> <p>35 points for 20 years or more of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>30 points for 16-19 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>22 points for 12-15 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions</p> <p>15 points for 9-11 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions</p> <p>6 points for 6-8 years of direct experience in managing, analysing, or advising on the governance of state-backed financial institutions</p> <p>4 points for 3-5 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>2 points for 1-2 years of direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>0 points for no direct experience in managing, analysing, or advising on the oversight of state-backed financial institutions</p> <p>(within last 10 years):</p> <p>An additional 5 points will be awarded for each of up to three (3) studies or projects undertaken related to managing, analysing, or advising on the governance of state-backed financial institutions</p> | /50 | |



| R8 The Bidder should explain its approach to addressing, its applicable experience, and its understanding of the following theme: <i>The Development Finance Institute</i> | | | | |
|--|--|---|-------------|-----------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R8.6 | <p>Identify the lead team resource that is responsible for overseeing and validating the Bidder's assessment of this theme and provide relevant work experience (this person could be the project manager, one of the resources identified above or another person).</p> <p>The lead team resource must have at a minimum a university degree.</p> | <p>14 points:</p> <p>14 points for 5 + years of related experience at a senior level (at minimum director level or equivalent)</p> <p>7 points for 3-4 years of related experience at a senior level (at minimum director level or equivalent)</p> <p>0 points for less than 3 years of related experience at a senior level (at minimum director level or equivalent)</p> <p>or</p> <p>14 points for 4 + years of management relevant studies or projects of similar size and scope</p> <p>7 points for 2-3 years of management relevant studies or projects of similar size and scope</p> <p>0 points for less than 2 years of management relevant studies or projects of similar size and scope</p> | /14 | |
| R8.7 | Describe up to three (3) opportunities in which Canada's DFI can align with Canada's development and climate change priorities | 5 points will be awarded for each relevant issues identified with a clear supporting rationale (0 points if no rationale provided) | /15 | |
| R8.8 | Describe up to three (3) examples of ways that the DFI can best assess its development impact and ensure financial sustainability | 5 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided) | /15 | |
| R8.9 | Describe up to three (3) potential issues that may arise in the DFI's governance regime | 5 points will be awarded for each relevant opportunity identified with a clear supporting rationale (0 points if no rationale provided) | /15 | |



| R9 Project Management, Consultations and Risk Management | | | | |
|---|--|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R9.1 | <p>Identify the team resource that will manage the project and provide details on experience in managing projects of similar size and scope (within the last 10 years)</p> <p>The identified team resource must have at a minimum a university degree. An identified resource who does not meet this minimum degree requirement will not be rated.</p> | <p>40 points for experience in managing 3 projects of similar size and scope</p> <p>30 points for experience in managing 2 projects of similar size and scope</p> <p>20 points for experience in managing 1 project of similar size and scope</p> <p>0 points for no experience in managing projects of similar size and scope</p> <p>An additional 10 points will be awarded if the project manager has a Project Management Professional (PMP) certification or equivalent.</p> | /50 | |
| R9.2 | <p>Identify the team resource (s) that will manage the public consultations and provide details on experience in undertaking large-scale public consultations (within the last 15 years)</p> <p>The identified team resource must have at a minimum a university degree. An identified resource who does not meet this minimum degree requirement will not be rated.</p> | <p>35 points for experience in managing 3 large-scale public consultations</p> <p>30 points for experience in managing 2 large-scale public consultations</p> <p>20 points for experience in managing 1 large-scale public consultation</p> <p>0 points for no experience in managing large-scale public consultations</p> <p>A maximum of an additional 5 points per project will be scored according to their demonstrated similarity to the project described in this RFP</p> | /50 | |



| R9 Project Management, Consultations and Risk Management | | | | |
|---|--|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R9.3 | Provide one (1) example of a project undertaken by the Bidder where survey data was used to draw key findings | 8 points will be awarded for an example of a project undertaken by the Bidder where survey data was used to draw key findings An additional 4 points will be awarded for a project undertaken by the Bidder where the survey data used was generated by the Bidder | /12 | |
| R9.4 | Provide one (1) example of a project undertaken by the Bidder where a project website was used to disseminate information on the status of the project | 8 points will be awarded for an example of a project undertaken by the Bidder where a project website was used to disseminate information on the status of the project An additional 4 points will be awarded for a project undertaken by the Bidder where a website was used to receive submissions from website users. | /12 | |
| R9.5 | Identify the Bidder's experience in developing and implementing communications strategies for a project. | 3 points will be awarded for each of up to three (3) examples of communications strategies for projects developed and implemented by the Bidder | /9 | |
| R9.6 | Identify up to three (3) possible risks in undertaking research, analysis, and discussions with key stakeholders and appropriate mitigation strategies | 5 points will be awarded for each relevant risk identified 5 points will be awarded for each related effective mitigation strategy | /30 | |
| R9.7 | Identify up to three (3) possible risks in reaching the targeted stakeholders and interested parties and appropriate mitigating strategies | 5 points will be awarded for each relevant risk identified 5 points will be awarded for each related effective mitigation strategy | /30 | |



| R9 Project Management, Consultations and Risk Management | | | | |
|---|---|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R9.8 | Identify up to three (3) possible risks in reaching research and consultations-based conclusions and recommendations and identify appropriate mitigation strategy | 5 points will be awarded for each relevant risk identified 5 points will be awarded for each related effective mitigation strategy | /30 | |
| R9.9 | Propose up to four (4) additional projects components that would improve the ability of the project team to meet the objective outlined in the Statement of Work | 8 points will be awarded for additional proposed activities that will meet the objective outlined in the Statement of Work and are supported by a clear and comprehensive rationale | /32 | |



| R10 References | | | | |
|---|--|---|--------------------|------------------------------------|
| | Rated Criteria | Bid Preparation Instruction | Max. Points | Cross Reference to Proposal |
| R10.1 | <p>A reference provided pursuant to M3 will be used to assess the quality of the Bidder's project. The reference will be asked the following closed-ended questions about certain aspects of their experience with the Bidder:</p> <ul style="list-style-type: none"> a) Did the Bidder take all reasonable steps in their control to ensure that the project was completed on time? b) Did the project outcome meet the objectives of the project? c) Did the project process meet client expectations? d) Did the Bidder take the client's comments/guidance into account throughout the project? e) Would you engage this Bidder again, for a project of similar or greater scope and importance? <p>The Referees will be asked to rate the response on the following scale: Yes Somewhat No</p> | <p>12 points will be awarded for each question for which the reference's answer is "Yes".</p> <p>6 points will be awarded for each question for which the reference's answer is "Somewhat".</p> <p>0 points will be awarded for each question for which the reference's answer is "No".</p> | /60 | |
| <p>PASS MARK - 60% (951/1585) Max Score = 1585 points</p> | | | /1585 | |



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

Bidders must submit the following duly completed certifications as part of their bid.

5.1.1 Integrity Provisions – Required Documentation

In accordance with the Integrity Provisions of the Standard Instructions, 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.

5.2 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.

5.3 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

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



5.4 Education and Experience

5.4.1 SACC Manual clause A3010T (2010-08-16) - 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.

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

5.5 Certification of Language – Bilingual Essential

By submitting a bid, 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 fluent in English and French. The individual(s) proposed must be able to communicate orally and in writing in both English and French without any assistance and with minimal errors.



PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

6.1 Security Requirements

1. Before award of a contract, the following conditions must be met:
 - (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
 - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work sites must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - (c) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites;
2. For additional information on security requirements, Bidders should refer to the [Contract Security Program](http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html) of Public Works and Government Services Canada (<http://www.tpsgc-pwgsc.gc.ca/esc-src/introduction-eng.html>) website.
3. In the case of a joint venture bidder, each member of the joint venture must meet the security requirements.
4. Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.

6.2 Financial Capability

- a. SACC Manual clause [A9033T](#) (2012-07-16) *Financial Capability* applies except that subsection 3 is deleted and replaced with the following:

"If the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder's financial capability because its financial information has been combined with its parent's, Canada may, in its sole discretion, award the contract to the Bidder on the condition that the parent company grant a performance guarantee to Canada."
- b. In the case of a joint venture Bidder, each member of the joint venture must meet the financial capability requirements.



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 provide a report for submission to the Minister of International Trade in accordance with the Statement of Work at Annex "A" and the Contractor's technical bid entitled _____, dated _____.

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.

7.3 Security Requirements

7.3.1 The following security requirements (SRCL and related clauses provided by the Contract Security Program) apply and form part of the Contract. The SRCL is attached under Annex "C"

1. The Contractor/Bidder must, at all times during the performance of the Contract/Standing Offer, hold a valid **RELIABILITY STATUS** clearance issued by the Department of Foreign Affairs, Trade and Development (DFATD) or by the Canadian and International Industrial Security Directorate (CIISD), Public Works and Government Services Canada (PWGSC).
2. The Contractor/Bidder is **NOT** approved for document safeguarding.
3. Processing of PROTECTED / CLASSIFIED information on automatic/electronic data processing equipment at the Contractor's/Bidder's site is **NOT** permitted under this contract/standing offer.
4. Subcontracts, which contain security requirements, are **NOT** to be awarded without the prior written permission of the Personnel Security Section JSCP/DFATD or by CIISD/PWGSC.
5. The Contractor/Bidder must comply with the provisions of the:
 - (a) Security Requirements Check List, attached at Annex C;
 - (b) *Industrial Security Manual* (Latest Edition).

Additionally, resources may be assessed for **RELIABILITY** Status by the Project Authority prior to commencing the Work, and from time to time throughout the Contract Period. The assessment may include a credit check. Upon request of the Project Authority, in respect of any given resource, the Contractor must submit:

- (i) the current level of security clearance granted or approved by CIISD/PWGSC; and
- (ii) a completed signed TBS 330-23 Form - Personnel Screening Consent and Authorization (<http://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.pdf>).

In the event a resource does not pass the Technical Authority's assessment, Canada may immediately, and without further notice, terminate the Contract for default in accordance with the General Conditions.



7.4 Term of Contract

7.4.1 Period of the Contract

The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work beginning April 2018 and ending January 2019.

7.5 Delivery Points

Delivery of the requirement will be made to delivery point(s) specified at Annex "A" of the Contract.

7.6 Pre-Authorized Travel and Living Expenses

Travel and living costs will be included in the total contract cost and will be in accordance with Treasury Board policy and guidelines.

7.7 Authorities

7.7.1 Contracting Authority (To be inserted at contract award)

The Contracting Authority for the Contract is:

Name: _____

Title: _____

Organization: Department of Foreign Affairs, Trade and Development Canada

Address: 200 Promenade du Portage, Gatineau, Québec K1A 0G4, Canada

Telephone: _____-_____-_____

E-mail address: _____

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.

7.7.2 Project Authority (To be inserted at contract award)

The Project Authority for the Contract is:

Name: _____

Title: _____

Organization: Department of Foreign Affairs, Trade and Development Canada

Address: _____

Telephone: _____-_____-_____

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.

7.7.3 Contractor's Representative

Note to Bidders: The Contractor's Representative, Contracting Authority, Project Authority and contact information will be identified at the time of contract award.

7.8 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada

7.9 Payment

7.9.1 Basis of Payment

SACC [H3010C](#) (2016-01-28) - Milestone Payments - Not subject to holdback
Canada will make milestone payments in accordance with the Schedule of Milestones detailed in the Contract and the payment provisions of the Contract if:

- a) an accurate and complete claim for payment using [PWGSC-TPSGC 1111](#), Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b) all the certificates appearing on form [PWGSC-TPSGC 1111](#) have been signed by the respective authorized representatives;
- c) all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.



7.9.2 Milestone Schedule

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

| Milestone No. | Description or “Deliverable” | Firm Amount | Due Date or “Delivery Date” |
|---------------|---|--------------------------|-----------------------------|
| 1 | Component 1 – Working paper outlining the key issues identified through research and initial discussions (1.5 months after contract begins) | \$ TBD at contract award | TBD at contract award |
| 2 | Component 2 – Discussion paper outlining the key findings (3.5 months after contract begins) | \$ TBD at contract award | TBD at contract award |
| 3a | Component 3 – 15 hard copies of the draft report (6 months after contract begins) | \$ TBD at contract award | TBD at contract award |
| 3b | Component 3 – 15 hard copies of the draft final report (8 months after contract begins) | \$ TBD at contract award | TBD at contract award |
| 3c | Component 3 – 200 hard copies of the final report in each French and English and a PDF of the document in both languages for distribution (9 months after contract begins) | \$ TBD at contract award | TBD at contract award |

7.9.3 Limitation of Expenditure

1. Canada's total liability to the Contractor under the Contract must not exceed the amount set out on page one of the Contract, less any Applicable taxes. Customs duties are excluded and Applicable Taxes are extra.
2. 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 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:
 - a. when it is 75 percent committed, or
 - b. four (4) months before the contract expiry date, or
 - c. as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work.

whichever comes first.
3. 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.



7.9.4 Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

7.10 Invoicing Instructions

1. The Contractor must submit a claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment.
Each claim must show:
 - a. all information required on form PWGSC-TPSGC 1111;
 - b. all applicable information detailed under the section entitled "Invoice Submission" of the general conditions;

Each claim must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the monthly progress report.
2. Applicable Taxes must be calculated on the total amount of the claim before the holdback is applied. At the time the holdback is claimed, there will be no Applicable Taxes payable as it was claimed and payable under the previous claims for progress payments.
3. The Contractor must prepare and certify one original and two (2) copies of the claim on form PWGSC-TPSGC 1111, and forward it to the Technical Authority identified under the section entitled "Authorities" of the Contract for appropriate certification after inspection and acceptance of the Work takes place.

The Technical Authority will then forward the original and two (2) copies of the claim to the Contracting Authority for certification and onward submission to the Payment Office for the remaining certification and payment action.

4. The Contractor must not submit claims until all work identified in the claim is completed.

7.11 Compliance with Certifications

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.

7.12 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 "[FCP Limited Eligibility to Bid](#)" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

7.13 Applicable Laws

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



7.14 Copyright in Material

In this section, "Material" means anything that is created by the Contractor as part of the Work under the Contract, that is required by the Contract to be delivered to Canada and in which copyright subsists, excluding any computer software code and all documentation manuals or guides intended to assist end users or technicians in respect of that code. "Material" does not include anything created by the Contractor before the award date of the Contract.

Copyright in the Material belongs to Canada and the Contractor must include the copyright symbol and either of the following notice on the Material: © Her Majesty the Queen in right of Canada (year) or © Sa Majesté la Reine du chef du Canada (année).

The Contractor must not use, copy, divulge or publish any Material except as is necessary to perform the Contract. The Contractor must execute any conveyance and other documents relating to copyright in the Material as Canada may require.

The Contractor must provide at the request of Canada a written permanent waiver of moral rights, in a form acceptable to Canada, from every author that contributed to the Material. If the Contractor is the author of the Material, the Contractor permanently waives its moral rights in the Material.

7.15 Certifications

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

7.16 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions 2006 (2016-04-04) Standard Instructions - Goods or Services - Competitive Requirements
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (h) the Contractor's bid dated _____.

7.17 Foreign Nationals (Canadian Contractor or Foreign Contractor)

- a. *SACC Manual* clause [A2000C](#) (2006-06-16) Foreign Nationals (Canadian Contractor)
The Contractor must comply with Canadian immigration requirements applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Service Canada regional office to enquire about Citizenship and Immigration Canada's requirements to issue a temporary work permit to a foreign national. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements.
- b. *SACC Manual* clause [A2001C](#) (2006-06-16) Foreign Nationals (Foreign Contractor)
The Contractor must comply with Canadian immigration legislation applicable to foreign nationals entering Canada to work temporarily in fulfillment of the Contract. If the Contractor wishes to hire a foreign national to work in Canada to fulfill the Contract, the Contractor should immediately contact the nearest Canadian Embassy, Consulate or High Commission in the Contractor's country to obtain instructions, information on



Citizenship and Immigration Canada's requirements and any required documents. The Contractor is responsible to ensure that foreign nationals have the required information, documents and authorizations before performing any work under the Contract in Canada. The Contractor is responsible for all costs incurred as a result of non-compliance with immigration requirements

7.18 Insurance Requirements

A. Compliance with Insurance Requirements

1. The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
2. The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
3. The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

B. Commercial General Liability Insurance

1. The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
2. The Commercial General Liability policy must include the following:
 - a. Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
 - b. Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
 - c. Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
 - d. Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
 - e. Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
 - f. Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.



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- g. Employees and, if applicable, Volunteers must be included as Additional Insured.
 - h. Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)
 - i. Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
 - j. Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
 - k. If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
 - l. Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
 - m. Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

C. Errors and Omissions Liability Insurance

1. The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
2. If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
3. The following endorsement must be included:

Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.



ANNEX "A" - STATEMENT OF WORK

2018 Review of Export Development Canada

1. Objective

The Contractor will produce a report for submission to the Minister of International Trade to support the Minister's statutory obligation under the Export Development Act of 1969 (the "Act") to conduct periodic legislative reviews of the provisions and operation of the Act in consultation with the Minister of Finance. The full title of the Act is as follows:

An Act to establish Export Development Canada and to support and develop trade between Canada and other countries and Canada's competitiveness in the international market-place

The Contractor's report will assess how Export Development Canada (EDC) is evolving, and should continue to evolve, to address the competitive dynamics and demands of international trade, and will make recommendations where appropriate including possible changes to legislation. To this end, the Contractor will carry out the tasks and activities and produce the deliverables set out in the Scope of Work below. The final report will serve to inform the Minister's assessment of the mandate, future direction and public policy issues related to EDC.

2. Background

EDC was established in 1944 and was at that time called Export Development Corporation. It was created as an instrument of public policy for the purposes of supporting and developing trade between Canada and other countries. Its mandate is to support and develop, directly or indirectly, Canada's export trade and Canadian capacity to engage in that trade and to respond to international business opportunities. EDC reports to Parliament through the Minister of International Trade.

The Act came into force in 1969 and was significantly amended in 1993, including a provision for a legislative review in 1998 and every 10 years thereafter. During the 1998 Review, a report was tabled in Parliament, as required by the Act, and was referred to the Standing Committee on Foreign Affairs and International Trade and the Senate Standing Committee on Banking, Trade and Commerce. This review generated, *inter alia*, legislative and regulatory amendments. The amendments included: establishing a legal obligation for EDC to conduct environmental reviews (subject to periodic audit by the Auditor General), changing the corporation's name to Export Development Canada, amending certain financial regulations under the Act. The review also resulted in EDC's development of comprehensive disclosure and environmental policies. The 2008 Legislative Review was conducted during the global financial crisis, which severely reduced Canadian companies' access to credit. Specific topics that were covered included: the international trade scene; export credit agencies and other countries' relevant institutions; short, medium and long term business; domestic financing; governance and civil society concerns. This report resulted in the following: amendments to the Act granted EDC the new power to open stand-alone offices abroad; clarified EDC's existing portfolio management powers; and clarified EDC's existing authority to restructure Canada Account transactions, namely adding the forgiveness in whole or in part of any debt or obligation.

The global economy has changed profoundly, particularly over the past decade. New dynamics have created enormous opportunities. Technological advances and a shift in business models towards global value chains have paved the way for broader participation in global commerce. The growth of innovative trade instruments, such as e-commerce, and trade in services continue to impact the world economy and take advantage of technological advances. Exports, imports and direct investment have become interconnected, with emerging markets playing a central role in new supply chains.



New economic powers continue to emerge, significantly augmenting the depth and complexity of markets and intensifying the competition. Market access issues are rapidly changing as Canada has established CETA with the European Union and has begun re-negotiating NAFTA with both the U.S. and Mexico. As these events continue to unfold, Canadian companies will look to take advantage of the opportunities that are presented.

These developments will continue to influence the way business is done, and require public and private financial intermediaries to adapt their trade finance and risk management services to meet client needs. Government-to-government competition is also intensifying and Canadian firms face global competitors strongly backed by their governments. Governments create and leverage the framework within which the private sector trades, invests and innovates. Directly and indirectly, governments provide support through export credit and investment agencies, development finance and aid institutions, and the fiscal and regulatory regimes in which financial intermediaries and the private sector operate.

It is therefore a matter of national interest to ensure that Canada's exporters and investors have adequate and competitive services to meet the global competition. This concern looks to the overall capacity of the Canadian financial sector – including both public- and private-sector players and their respective international arms – to provide trade finance and risk management services, and to the role EDC may play in providing, supporting and developing that capacity directly or indirectly through its products and services, expertise, capital and partnerships.

3. Scope of Work

The EDC 2018 Legislative Review (the Review) will assess how EDC is evolving, and should continue to evolve, to address the competitive dynamics and demands of international trade. The final report on the Review will include recommendations where appropriate.

The Review will be structured along the themes outlined below. The inquiries under each theme illustrate a general range of interest and may be supplemented or developed through more detailed or specific inquiries.

A. EDC's Complementary Role with the Domestic Private Sector

Outline the competitive landscape in Canada for the supply of trade-related financial services (i.e., size of the market, change over time, key players, market share, risk appetite and market gaps, etc.). From the point of view of EDC's contribution to building private sector capacity in support of Canada's international commerce, examine the extent to which EDC collaborates with the domestic private sector. Review the performance of EDC's various lines of business in this regard. Assess the potential for enhanced collaboration between EDC and the private sector, including both the banking and insurance sectors. Examine the competitive relationship between EDC and its private sector peers and the trends in their market performance.

B. EDC's Place within Government

Review the relationship between EDC and the government's trade ecosystem in light of EDC's commercial orientation and its public policy mandate. This will include an analysis of EDC's existing Board and governance structure and an examination of EDC's complementary role vis-à-vis other federal partners such as the Invest in Canada Hub, Trade Commissioner Service (TCS), the Business Development Bank of Canada (BDC), the Canadian Commercial Corporation (CCC), as well as the Canada Infrastructure Bank.

Determine how effectively EDC has supported the government's overall public policy objectives, including trade and investment promotion, governance and accountability.

C. Meeting Canadian Evolving Business Needs

Identify the existing and emerging needs of Canada's trade and investment community for advisory, financing, insurance and risk management products and services. Examine what EDC is doing, planning to do or should do, to meet these and other needs of Canadian exporters. Among other things, this should consider the



following: EDC's growth strategy; its Pull facilities; the needs of small and medium enterprises; the opportunities flowing from free trade agreements; the evolving trade relationship between Canada and the U.S.; Canada's innovation agenda and cleantech sector focus; and trade and investment promotion with emerging markets such as China, India and other countries.

Determine the access to EDC services and support that is available for female and indigenous exporters and identify any roadblocks that might specifically or unintentionally hinder their ability to utilize the variety of export financing and trade insurance services that EDC has to offer.

Assess whether the legislative, regulatory and policy framework in which EDC operates provides sufficient flexibility to support current and anticipated future needs of Canadian international business.

Assess how EDC has responded, or proposes to respond, to particular developments in international commerce.

D. Role of EDC in the Changing Global Context

Provide an assessment of the changing global economy, noting developments since the 2008 Legislative Review, and speculating on the probable evolution of the international trade context over the coming decade. Given the changing global and competitive environment, identify gaps or limitations that may exist for Canadian exporters and investors and, where gaps are identified, the reasons for market failure. Review the potential risks and implications from the shift in approach to international trade in the U.S. as well as the shift of the world's economic centre of gravity towards Asia.

Identify the competitive challenges faced by Canadian exporting firms operating in this environment, focusing on the role of financial intermediation in international commerce. Identify the opportunities for EDC and financial intermediation in international commerce to address those challenges. Outline how Canada's key competitors are responding.

E. Comparison of the Capacity of the Canadian Trade Financing System to that of OECD and Non-OECD Countries

Evaluate Canada's trade finance system and how its capacity compares with that of other OECD and non-OECD countries in meeting competitive challenges and taking advantage of trade opportunities in an evolving global environment.

Review EDC's market window operating approach, relative to the OECD Arrangement on Officially Supported Export Credits (the "Arrangement") and potential outcomes of the International Working Group on Export Credit ("IWG"). In this context, examine the implications of the market window approach for EDC's operations, and whether the approach has been competitive and supportive of Canadian exporters and trade priorities.

F. Domestic Powers Regulations Review

In terms of domestic powers, assess the extent to which EDC's activities complement and/or compete with those of the domestic private sector, and whether EDC's products/services continue to fill a market gap in the provision of domestic bonding and insurance. For example, in the case of domestic bonding, the review presents an opportunity to survey the domestic bonding landscape and discuss with stakeholders whether EDC's products and services are still required to fill a market gap. Similarly, the review presents an opportunity to examine EDC's current role as a domestic credit insurance provider, and whether it should be provided with greater powers in this regard. Stakeholders to be consulted include EDC's clients (exporters) as well as domestic private sector companies. This review will inform potential regulatory changes to the Exercise of Certain Powers Regulations.



G. Governance of the Canada Account

Examine the framework governing the use of Canada Account, including execution by EDC, reporting and compliance to determine whether the current framework is adequate.

H. The Development Finance Institute (DFI)

Amendments were made in the *Export Development Act*, which entered into force in May 2017, after Budget 2017 confirmed the Government's intent to move forward with the establishment of a Canadian development finance institution (DFI) as a wholly owned subsidiary of EDC. The legislative changes in the Act provide EDC with a development finance mandate and a consultative role for the Minister of International Development in executing this mandate. EDC's 2017-2021 Corporate Plan lays out the work plan for implementing the DFI based on the strategic direction provided by the Government, and will be further refined in EDC's 2018-2022 Corporate Plan. Parts of these plans include the target operating model, including Service Level Agreement (SLA) and what corporate supports will be provided by EDC to the DFI. The 2014 Memorandum to Cabinet for the proposed creation of Canada's DFI envisaged a five year review to examine its mandate and operations. Given the anticipated review of DFIC and the fact that it is still in its infancy, EDC's Legislative Review should limit its coverage of DFIC to areas that have implications for EDC's mandate and operations, in particular the effectiveness of EDC's design for the delivery of shared corporate functions (SLA) and support to DFIC's business development.

Component 1: Research and Initial Consultations with Key Stakeholders

- 1) immediately after the contract award, meet in person with such employees of the Trade Portfolio and Strategy Division of Department of Foreign Affairs, Trade and Development Canada (DFATD) as the Director of the Trade Portfolio and Strategy Division may determine, to discuss the workplan, methodology and approach for the project outlined in the Contractor's proposal;
- 2) submit an updated workplan incorporating the results of discussions with DFATD and covering the full scope of the Statement of Work to the Trade Portfolio and Strategy Division of DFATD for review and approval;
- 3) address the themes outlined in subsection 4.1 herein through comprehensive research and analysis, including with reference to suggested material provided by DFATD;
- 4) undertake discussions with selected key stakeholders (Canadian and international) as necessary to address the themes outlined in 4.1, including those suggested DFATD;
- 5) provide a working paper outlining the key issues identified through research and initial discussions with some of the key stakeholders, including how those issues will be investigated further through public and private consultations. The working paper should include an updated workplan for undertaking public and private consultations based on the findings from this component and a communications strategy;
- 6) following delivery of working paper, meet with such employees of the Trade Portfolio and Strategy Division as the Director of the Trade Portfolio and Strategy Division shall decide, to discuss the working paper and workplan;



Component 2: Public and Private Consultations

- 1) establish and maintain, until the end of the Contract, a website for public access, including information regarding the scope of the Review, public consultations, and other pertinent information; this website should include the option for online submissions in a standard format to be devised by the Contractor, and must be approved by the Director of the Trade Portfolio and Strategy Division;
- 2) seek the views of business firms (including small, medium and large enterprises), industry associations, financial institutions and organizations, think tanks and academics, civil society organizations, government departments and agencies, and any other stakeholders or interested parties that can contribute to a comprehensive treatment of the themes. This will include:
 - a. a public invitation for the submission of oral and/or written comments;
 - b. arranging for and chairing public consultations in major Canadian cities;
 - c. analyzing the results of previous surveys of customers of EDC, and, if necessary, of surveys undertaken by the contractor on specific issues.
- 3) provide a discussion paper outlining the key findings identified through public consultations, including how those findings will be substantiated through further research and analysis and further discussions with key stakeholders;
- 4) following delivery of discussion paper, meet with such employees of the Trade Portfolio and Strategy Division as the Director of the Trade Portfolio and Strategy Division shall decide, to discuss the discussion paper.

Component 3: Analysis of Key Findings and Recommendations

- 1) develop a framework to amalgamate the results of research, analysis and consultations;
- 2) prepare and present a draft report to the Trade Portfolio and Strategy Division of DFATD, and such other parties as the Trade Portfolio and Strategy Division may decide, for review and comment. The draft report will address the themes and issues set out in this Statement of Work, incorporating the conclusions drawn from research, analysis and consultations, and will consider whether legislative, regulatory or policy recommendations are appropriate. The draft report will be accompanied by a presentation in PowerPoint 2010 format, outlining the key findings and the contractor's key recommendations;
- 3) following delivery of the draft report, meet with such employees Trade Portfolio and Strategy Division of or other parties as the Director of the Trade Portfolio and Strategy Division shall decide, to discuss the draft report and presentation;
- 4) after review and comment on the draft report by the Trade Portfolio and Strategy Division of DFATD and such other parties as it may decide, produce a draft final report for further comment from DFATD;
- 5) after review and comment on the draft final report by the Trade Portfolio and Strategy Division of DFATD and such other parties as it may decide, produce the final report in both official languages (French and English) for delivery to the Minister;
- 6) after delivery of the final report, participate in a teleconference with the Trade Portfolio and Strategy Division of DFAID to review the project and lessons learned.



Throughout the three components, the Contractor will name at a minimum one resource who will be available to participate in conference calls with the Trade Portfolio and Strategy Division of DFATD to discuss the progress of the work, including the list of milestones achieved, status of incomplete milestones and any outstanding actions they may require of the Trade Portfolio and Strategy Division.

4. Deliverables

The Contractor must submit all deliverables in a timely manner and in accordance with the specified delivery dates. If the specified time frames and deliverables will not be met, the Contractor is required to submit a written report providing reasons for the delay at least ten (10) days in advance of the due date to the Trade Portfolio and Strategy Division of DFATD, explaining the reasons for the delay and outlining mitigation strategies to ensure that the delay will not impact the overall project completion date.

The Contractor will produce the following deliverables:

| Deliverable | Due Date |
|--|----------------------------------|
| Component 1 | |
| Working paper outlining the key issues identified through research and initial discussions, including how those issues will be investigated further through public consultations. The working paper should include an updated workplan for undertaking the consultations based on the findings from this component and a communications strategy. | 1.5 months after Contract begins |
| Component 2 | |
| Discussion paper outlining the key findings identified through public and private consultations, including how those findings will be verified through further research and analysis and further discussions with key stakeholders. | 3.5 months after Contract begins |
| Component 3 | |
| Fifteen (15) hard copies of the draft report which addresses the themes and issues set out in this Statement of Work, incorporating the conclusions drawn from research, analysis and consultations, and considers whether legislative, regulatory or policy recommendations are appropriate. The draft report will be accompanied by a presentation in PowerPoint 2002 format, outlining the key findings and the contractor's key recommendations The Contractor will provide an oral presentation of this to DFATD and such other parties as DFATD may decide. | 6 months after Contract begins |
| Fifteen (15) hard copies of the draft final report for comments, along with an electronic version. | 8 months after Contract begins |
| Provide 200 copies of the final report in each of French and English and a PDF of the document in French and English for distribution | 9 months after Contract begins |

5. Method and Source of Acceptance



Unless otherwise specified in section 5 above, all work product produced by the Contractor and delivered to DFATD shall be delivered as follows:

- in English;
- five (5) hard copies, delivered by courier to the Trade Portfolio and Strategy Division of DFATD;
- an electronic copy, in Microsoft Word 2000 format, delivered to such employee of the Trade Portfolio and Strategy Division of DFATD, as shall be determined by the Director of the Trade Portfolio and Strategy Division of DFATD.

The address for delivery of all deliverables is:

Trade Portfolio and Strategy Division
Foreign Affairs and International Trade Canada
125 Sussex Drive
Ottawa, Ontario
K1A 0G2

No payment will be made until sign off/approval has been provided by the Trade Portfolio and Strategy Division of DFATD, for deliverables completed by the Contractor and submitted to the Trade Portfolio and Strategy Division of DFATD.

6. DFATD Obligations

The Trade Portfolio and Strategy Division of DFATD will make available to the Contractor a contact person who will be available to respond to questions and to provide comments on draft reports. The Trade Portfolio and Strategy Division will monitor the required conference calls and reports to ensure that milestones are being met according to the approved project plan.

7. Location of Work, Work Site and Delivery Point

The work is to be completed off-site. The Contractor will need to be available for meetings at DFATD, in Ottawa.

Due to existing workload and deadlines, all personnel assigned to any contract resulting from this RFP must be ready to work in close and frequent contact with personnel in the Trade Portfolio and Strategy Division of DFATD and other departmental personnel.

8. Language of Work

The final reports must be prepared in both official languages (French and English). The Contractor must be prepared to conduct consultations and research in both French and English and accept submissions in both official languages.

9. Governing Laws

This RFP and any contract resulting from this RFP will be interpreted and governed by the laws of the Province of Ontario and the laws of Canada as applicable therein.

10. Travel and Living

Travel and living costs will be included in the total contract cost and will be in accordance with Treasury Board policy and guidelines.

11. Expected Start and Completion Dates



The expected contract period would be from April 2018 – January 2019. The services of the Contractor will be required for a period of approximately 9 months.

The Contractor must be available for a period of 60 days after project completion to respond to any clarification sought or queries made by the Trade Portfolio and Strategy Division of DFATD with respect to any aspect of the project or its deliverables.



ANNEX “B” - BASIS OF PAYMENT

The schedule of milestones for which payments will be made in accordance with the Contract is as follows:

| Contract Period April 2018 – January 2019 | | | |
|--|---|---|------------------------------------|
| Milestone No. | Description or “Deliverable” | Firm Amount | Due Date or “Delivery Date” |
| 1 | <p>Component 1 – Working paper outlining the key issues identified through research and initial discussions, including how those issues will be investigated further through public consultations. The working paper should include an updated workplan for undertaking the consultations based on the findings from this component and a communications strategy.</p> <p>(1.5 months after contract begins)</p> | <p>\$_____</p> <p>(Equivalent to 20% of contract value)</p> | TBD at contract award |
| 2 | <p>Component 2 – Discussion paper outlining the key findings identified through public and private consultations, including how those findings will be verified through further research and analysis and further discussions with key stakeholders.</p> <p>(3.5 months after contract begins)</p> | <p>\$_____</p> <p>(Equivalent to 20% of contract value)</p> | TBD at contract award |
| 3a | <p>Component 3 – Fifteen (15) hard copies of the draft report which addresses the themes and issues set out in this Statement of Work, incorporating the conclusions drawn from research, analysis and consultations, and considers whether legislative, regulatory or policy recommendations are appropriate. The draft report will be accompanied by a presentation in PowerPoint 2002 format, outlining the key findings and the contractor’s key recommendations The Contractor will provide an oral presentation of this to DFATD and such other parties as DFATD may decide.</p> <p>(6 months after contract begins)</p> | <p>\$_____</p> <p>(Equivalent to 20% of contract value)</p> | TBD at contract award |



| Contract Period April 2018 – January 2019 | | | |
|--|--|---|------------------------------------|
| Milestone No. | Description or “Deliverable” | Firm Amount | Due Date or “Delivery Date” |
| 3b | Component 3 – Fifteen (15) hard copies of the draft final report for comments, along with an electronic version. (8 months after contract begins) | \$ _____ (Equivalent to 10% of contract value) | TBD at contract award |
| 3c | Component 3 – 200 hard copies of the final report in each French and English and a PDF of the document in both languages for distribution (9 months after contract begins) | \$ _____ (Equivalent to 30% of contract value) | TBD at contract award |

Travel and Living Expenses

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

All travel must have the prior authorization of the "Project" Authority. All payments are subject to government audit.

Estimated cost: \$ _____

Other Direct Expenses

The Contractor will be reimbursed for the direct expenses reasonably and properly incurred in the performance of the Work. These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers.

Estimated cost: \$ _____

Total Estimated Cost - Limitation of Expenditure: _____ (*Applicable Taxes extra.*)