



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

Public Health Agency of Canada / Agence de la santé publique du Canada

**Attn: Sami Nouh**  
**Email: [sami.nouh@canada.ca](mailto:sami.nouh@canada.ca)**

**REQUEST FOR PROPOSAL  
DEMANDE DE PROPOSITION**

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

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

**Instructions : See Herein**  
**Instructions: Voir aux présentes**

**Issuing Office – Bureau de distribution**  
Public Health Agency of Canada / Agence de la santé publique du Canada  
200, Eglantine Driveway  
Tunney's Pasture  
Ottawa Ontario K1A 0K9

<b>Title – Sujet</b> <b>Innovation, Social Innovation and Social Financing Training</b>	
<b>Solicitation No. – N° de l'invitation</b> 1000204879	<b>Date</b> November 6, 2018
<b>Solicitation Closes at – L'invitation prend fin à - 2:00 PM</b> <b>on / le – December 17, 2018</b>	<b>Time Zone</b> <b>Fuseau horaire</b> EST
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/></b>	
<b>Address Enquiries to: - Adresser toutes questions à :</b> Name: Sami Nouh Email: <a href="mailto:sami.nouh@canada.ca">sami.nouh@canada.ca</a> Telephone – téléphone : 613-941-2102	
<b>Destination – of Goods, Services, and Construction:</b> <b>Destination – des biens, services et construction :</b> See Herein – Voir ici	
<b>Delivery required - Livraison exigée</b> See Herein – Voir ici	
<b>Vendor/firm Name and address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Facsimile No. – N° de télécopieur :</b> <b>Telephone No. – N° de téléphone :</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/firm</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/de l'entrepreneur</b>	
<hr/> <b>(type or print)/ (taper ou écrire en caractères d'imprimerie)</b>	
<hr/> <b>Signature</b>	<hr/> <b>Date</b>

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## **PART 1 - GENERAL INFORMATION**

### **1.1 Statement of Work**

The work to be performed is detailed under Article 6.2 Statement of Work of the resulting contract clauses

### **1.2 Debriefings**

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

### **1.3 Trade Agreements**

The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-European Union Comprehensive Economic and Trade Agreement (CETA), and the Canadian Free Trade Agreement (CFTA).

## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

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

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

The [2003](#) (2018-05-22) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

Subsection 3.a) of Section 01, Integrity Provisions - Bid of the Standard Instructions ([2003](#)) incorporated by reference above is deleted in its entirety and replaced with the following:

- a. at the time of submitting an arrangement under the Request for Supply Arrangements (RFSAs), the Bidder has already provided a list of names, as requested under the [Ineligibility and Suspension Policy](#). During this procurement process, the Bidder must immediately inform Canada in writing of any changes affecting the list of names“.

### 2.2 Submission of Bids

Bids must be submitted only to the contracting officer by the date, time and email address indicated on page 1 of the bid solicitation

Due to the nature of the bid solicitation, bids transmitted by facsimile 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 FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to 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 FPSs in receipt of a pension, as applicable:

- a. name of former public servant;
- 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;
- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment 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' 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.

## **PART 3 - BID PREPARATION INSTRUCTIONS**

### **3.1 Bid Preparation Instructions**

- If the Bidder chooses to submit its bid electronically, Canada requests that the Bidder submits its bid in accordance with section 08 of the 2003 standard instructions. Bidders must provide their bid in a single transmission.
- The bid must be gathered per section and separated as follows:

Section I: Technical Bid File  
Section II: Financial Bid File  
Section III: Certifications File

#### **Section I: Technical Bid**

In their technical bid, Bidders should explain and demonstrate how they propose to meet the requirements and how they will carry out the Work.

#### **Section II: Financial Bid**

Bidders must submit their financial bid in accordance with the Basis of Payment.

#### **Section III: Certifications**

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

## 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 technical and financial evaluation criteria.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.

#### 4.1.1 Technical Evaluation

##### 4.1.1.1 Mandatory Technical Criteria

Bidders MUST use the evaluation grid below to reference supporting documentation, including but not limited to CVs with detailed descriptions of tasks/activities performed, Diplomas, and/or Degrees, which clearly demonstrates compliance with each of the stated mandatory and rated criteria.

The Bidder AND all proposed resources must meet the minimum requirements outlined below for the bid to be considered compliant.

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement. Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately. In cases where more than one resource is bid for a resource category each resource must fully meet the specific criteria.

Proposals which fail to meet the Mandatory Requirements will be deemed non-compliant and given no further consideration.

	<b>Mandatory Requirements</b>	<b>Comments / Reference in Proposal</b>
<b>M1</b>	<p>The Bidder must provide a detailed description of a minimum of two (2) projects completed within the last five (5) years where, for each referenced project the organization developed a curriculum or specialized workshops for adults.</p> <p>The Bidder must provide a reference contact for each project. Each reference must include the following information:</p> <ul style="list-style-type: none"> <li>• Organization Name;</li> <li>• Project description;</li> <li>• Project duration, including start and end dates;</li> <li>• Contact name, position, and current contact details</li> </ul>	



#### 4.1.1.2 Point Rated Technical Criteria

Proposals which fail to meet the overall minimum Rated Requirements will be deemed non-compliant and given no further consideration.

	<b>Point Rated Requirements</b>	<b>Points</b>	<b>Comments / Reference in Proposal</b>
<b>R1</b>	<p><b>Learning Program for Employees</b></p> <p>The bidder should outline a comprehensive learning program including the topics that the curriculum will cover, the tools and techniques that will be incorporated, proposed teaching/learning methods, including team-based/experiential learning, and how the participant's learning could be evaluated.</p> <p>A course agenda should be included outlining the total employee time required to complete the training, including proposed time allotted to each requirement identified in the Statement of Work, and any preparation time required of participating employees outside of the formal course agenda.</p> <p>The bidder must demonstrate how the proposed will increase employee knowledge of social innovation, social finance and innovative skills, as well as contribute to their ability to apply the proposed training to complex health problems.</p> <p>For a proposal to receive higher marks, it must describe in detail the various components of the training outlined in the Statement of Work.</p> <p>Bids will be rated on the course content, tools and frameworks, teaching methods and networking opportunities.</p> <p>Content = /20 Tools = /4 Methods = /4 Networking = /4</p> <p>Total Score = / 32 (minimum = 19 )</p> <p>SEE RATING GRID</p>	/32	
<b>R2</b>	<p><b>Executive Level Intensive Learning Program</b></p> <p>The bidder should outline a comprehensive learning program including the topics that the curriculum will cover, the tools and techniques that will be incorporated, proposed teaching/learning methods, and how the participant's learning could be evaluated.</p> <p>A course agenda should be included outlining the total executive time required to complete the training, including proposed time allotted to each requirement identified in the Statement of Work, and any preparation time required of participating executives outside of the formal course agenda.</p> <p>The bidder must demonstrate how the proposed will increase executive knowledge of social innovation, social finance and</p>	/32	

	<p>innovative skills, as well as contribute to their ability to apply the proposed training to complex health problems.</p> <p>Content = /20 Tools = /4 Methods = /4 Networking = /4</p> <p>Total Score = / 32 (minimum=19 )</p> <p>SEE RATING GRID</p>		
<b>R3</b>	<p><b>COURSE DELIVERY EVALUATION</b></p> <p>The bidder must provide the CVs of instructor/s who will deliver the curriculum. If a team of instructors is used, please indicate which CV should count towards which category (education, experience, course or workshop delivery). For example, a person may have relevant work experience, but not workshop delivery experience.</p> <p>Please note, a maximum of three CVs will be scored and one CV may count towards the three categories.</p> <p>For example:</p> <p>CV1 score for education and experience CV2 score towards course/workshop delivery</p> <p>or</p> <p>CV1 score for all three</p> <p>Education = /8 Experience= /8 Course or Workshop Delivery= /4</p> <p>Team Score = 20 (minimum = 12)</p>	/20	
	<b>Total Score (Minimum Score = 50)</b>	<b>/84</b>	

Point Rating R1 and R2	Description
	<b>Content: /20</b>
0	Information provided does not address the criteria. Bidder receives 0% for the available points for this element.
5	Information provided demonstrates a minimal understanding that is relevant to the stated criteria. There are major gaps in the topics.
10	Information provided demonstrates some understanding that is relevant to the stated criteria but does not demonstrate a full range of understanding for all elements of the rated criteria. There are minor gaps in topics
15	Contains excellent breadth and depth in terms of topics and no gaps in topics. All criteria are addressed. The proposal clearly demonstrates how the learning program will support innovative approaches to addressing PHAC's business objectives.
20	As above, but bidder includes one or more optional modules outlined in the Statement of Work and/or other content and/or other approaches relevant to addressing complex public health challenges.
	<b>Tools and Frameworks: /4</b>
0	No relevant tools or frameworks proposed
1	Frameworks and/or tools proposed are paper-based only
2	A variety of framework and/or tools proposed and include digital formats that are available only during the course
3	A variety of frameworks and/or tools proposed and relevant to PHAC and includes digital formats that continue to be available to participants on an ongoing basis
4	As above but are available but also are also in a format that can be used by persons with differing abilities (for example, formats accessible to hearing or visually impaired)
	<b>Teaching Methods:</b> readings; lectures; online learning; experiential/group work; case studies, videos, guest speaker presentations, etc. /4
1	Only one teaching method
2	2 teaching methods
3	3 teaching methods
4	>4 teaching methods
	<b>Networking Opportunities: /4</b>
	No networking opportunities; very little group work

<b>Point Rating</b>	<b>Description</b>
<b>R1 and R2</b>	
1	Minimal networking opportunities; information is provided to participants so they can initiate contact with external networks; group work between internal participants as part of the curriculum
2	A guest speaker, representing an external organization, presents and interacts with participants as part of the curriculum; group work between internal participants
3	Two or more guest speakers, representing external organizations, present and interact with participants as part of the curriculum; group work between internal participants
4	Excellent networking opportunities with external and internal parties; As above, but bidder includes something extra such as a learning tour or an external network of team members who represent different organizations that may be useful for participants in their future endeavours

<b>Point rating RT3</b>	<b>Description</b>
	<b>Relevant Education of Instructor Maximum 8</b>
2 points per category of education Maximum 8	<ul style="list-style-type: none"> <li>• Relevant Certificate from a college or recognized institution (2 points)</li> <li>• Relevant Professional Designation (2 points)</li> <li>• Relevant Undergraduate Degree (2 points)</li> <li>• Relevant Post Graduate Degree (2 points)</li> </ul> <p>Relevant includes: education directly related to one or more of the requirements outlined in Section 2.1.1 of the Statement of Work.</p>
	<b>Relevant Work Experience of Instructor Maximum 8</b>
Maximum 5	<ul style="list-style-type: none"> <li>• Three years of relevant experience = 1</li> <li>• Four years of relevant experience = 2</li> <li>• Five years of relevant experience = 3</li> <li>• Six years of relevant experience = 4</li> <li>• Seven years of relevant experience = 5</li> </ul> <p>Relevant includes: work experience directly related to one or more of the requirements outlined in Section 2.1.1 of the Statement of Work</p>
Maximum 3	<p>One additional point each for experience above if:</p> <ul style="list-style-type: none"> <li>• International Experience= 1</li> <li>• Multi-sectoral experience (public, private, not for profit, charitable)=1</li> <li>• Management experience=1</li> </ul>
	<b>Course or Workshop Delivery Experience (Maximum 4)</b>

Point rating RT3	Description
1	1 to 5 course or workshop delivered in the past 5 years = 1 point
2	6 to 10 courses and/ or workshops delivered in the past 5 years = 2 points
3	11 to 15 courses and/ or workshops delivered in past 5 years = 3 points
4	Over 16 courses and/ or workshops delivered in past 5 years = 4 points

## 4.2 Basis of Selection

### 4.2.1 Basis of Selection - Highest Combined Rating of Technical Merit and Price

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 50 points overall for the technical evaluation criteria which are subject to point rating.  
The rating is performed on a scale of 84 points.
2. Bids not meeting (a) or (b) or (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 70% for the technical merit and 30% 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 70%.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
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 points equals 135 and the lowest evaluated price is \$45,000 (45).

### Basis of Selection - Highest Combined Rating Technical Merit (60%) and Price (40%)

		Bidder 1	Bidder 2	Bidder 3
<b>Overall Technical Score</b>		115/135	89/135	92/135
<b>Bid Evaluated Price</b>		\$55,000.00	\$50,000.00	\$45,000.00
<b>Calculations</b>	<b>Technical Merit Score</b>	$115/135 \times 60 = 51.11$	$89/135 \times 60 = 39.56$	$92/135 \times 60 = 40.89$

	<b>Pricing Score</b>	45/55 x 40 = 32.73	45/50 x 40 = 36.00	45/45 x 40 = 40.00
	<b>Combined Rating</b>	83.84	75.56	80.89
	<b>Overall Rating</b>	1st	3rd	2nd

## **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 Required with the Bid**

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

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

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](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

### **5.2 Certifications Precedent to Contract Award and Additional Information**

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below 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) (<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.

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

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

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

##### **5.2.3.1 Status and Availability of Resources**

SACC Manual clause [A3005T](#) (2010-08-16) Status and Availability of Resources

##### **5.2.3.2 Certifications - Contract**

SACC Manual clause [A3015C](#) (2014-06-26) Certifications - Contract

##### **5.2.3.3 Education and Experience**

SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience

## **PART 6 - RESULTING CONTRACT CLAUSES**

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

### **6.1 Security Requirements**

**6.1.1** There is no security requirement applicable to the Contract.

### **6.2 Statement of Work**

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

### **6.3 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.

#### **6.3.1 General Conditions**

[2010C](#) (2018-06-21), General Conditions - Services (Medium Complexity) apply to and form part of the Contract.

### **6.4 Term of Contract**

#### **6.4.1 Period of the Contract**

The Work is to be performed during the period of contract award to March 31, 2020.

#### **6.4.2 Option to Extend the Contract**

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to three (3) additional one (1) year periods, under the same conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions as set out in the Basis of Payment.

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

### **6.5 Authorities**

#### **6.5.1 Contracting Authority**

The Contracting Authority for the Contract is:

Name: Sami Nouh  
Title: Senior Procurement and Contracting Officer  
Health Canada - Public Health Agency of Canada  
Chief Financial Officer Branch  
Telephone: 613-941-2102  
E-mail address: [sami.nouh@canada.ca](mailto:sami.nouh@canada.ca)

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



### 6.5.2 Project Authority

The Project Authority for the Contract is:

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_

Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

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

### 6.5.3 Contractor's Representative

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Address: \_\_\_\_\_

Telephone: \_\_\_\_\_  
Facsimile: \_\_\_\_\_  
E-mail address: \_\_\_\_\_

### 6.6 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.

### 6.7 Payment

#### 6.7.1 Basis of Payment

#### 6.7.2 Limitation of Price

SACC *Manual* clause [C6000C](#) (2017-08-17) Limitation of Price

#### 6.7.3 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. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

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

<b>Milestone Payment</b>	<b>Phase</b>	<b>Key Deliverables</b>	<b>Completion Date</b>	<b>Payment (%)</b>
<b>1</b>	<b>1</b>	Teleconference or In Person Meeting	Early January 2019	40%
	<b>2</b>	Syllabus tailored to PHAC's needs	Mid- January 2019	
	<b>3</b>	Final course syllabus outlining course objectives, learning, assignments, readings, learning methods for both the employee learning program and the executive course	Late-January 2019	
	<b>4</b>	Final Syllabus tailored to PHAC's needs	Prior to delivery of course materials	
	<b>5</b>	Course materials	Mid-February 2019	
<b>2</b>	<b>6</b>	Course materials including the team-based/experiential component.	2 weeks prior to start of the first cohort training date(s)	60%
	<b>7</b>	Training of first cohort completed, including expert coaching and/or advisory support for employees.	Dates TBD. Must conclude by March 31, 2019	
	<b>8</b>	Training of first cohort of executives	Dates TBD. Must conclude by March 31, 2019	
<b>3</b>	<b>9</b>	Updated syllabus and training materials if required	Prior to delivery of learning program for second cohort	15%
	<b>10</b>	Course materials including the team-based/experiential component	2 weeks prior to start of second cohort training date(s)	
	<b>11</b>	Training of second cohort completed, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	

	12	Training of second cohort of executives	TBD	
4	13	Course materials including the team-based experiential component.	2 weeks prior to start of third cohort training date(s)	15%
	14	Training of third cohort completed, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	
	15	Training of third cohort of executives	TBD	
5	16	Course materials including the team-based experiential	2 weeks prior to start of fourth cohort training date(s)	15%
	17	Training of the fourth cohort, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	
	18	Training of fourth cohort of executives	TBD	

## 6.8 Invoicing Instructions

The Contractor must submit invoices in accordance with the following. Invoices cannot be submitted until all work identified in the invoice is completed.

Invoices must be distributed as follows:

- a. One (1) copy must be forwarded to the following email address for certification and payment.  
[hc.p2p.east.invoices-factures.est.sc@canada.ca](mailto:hc.p2p.east.invoices-factures.est.sc@canada.ca)

## 6.9 Certifications and Additional Information

### 6.9.1 Compliance

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

## 6.10 Applicable Laws

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

### 6.11 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 2010C (2018-06-21), General Conditions - Services (Medium Complexity) apply to and form part of the Contract;
- (c) Annex A, Statement of Work;
- (d) Annex B, Basis of Payment;
- (e) the Contractor's bid dated \_\_\_\_\_

## **ANNEX "A"**

### **STATEMENT OF WORK**

#### **Innovation, Social Innovation and Social Financing Training**

#### **1. SCOPE**

##### **1.1. Introduction**

The Public Health Agency of Canada's (PHAC) mission is to promote and protect the health of Canadians through leadership, partnership, innovation and action in public health. In support of this mission, PHAC is seeking to provide training to its employees in social innovation, social finance, and related skills to tackle the complex, systemic public health challenges that fall within its mandate.

##### **1.2. Objectives of the Requirement**

We require a qualified contractor to (a) create a curriculum that comprises social innovation, social finance, and related innovative skills (b) deliver this curriculum to PHAC employees and executives, and (c) provide advisory and coaching support to PHAC employees and executives regarding the application of the curriculum to solving public health challenges.

##### **1.3. Background and Specific Scope of the Requirement**

The health status of Canadians is the result of many interconnected factors. Diet and exercise can have a direct impact on health, as well as behaviours such as alcohol consumption and smoking. Environmental factors such as climate change can present a range of health risks from poor air quality to the spread of disease. Socio-economic factors (e.g., access to affordable housing, food security, education, and income) can also affect health. With globalization and the rapid evolution of science and technology, even health events elsewhere in the world can impact Canada's public health landscape. The ability to recognize key risks to health, to address contributing factors, and to respond effectively, will greatly influence the capacity of PHAC's programs to achieve results for Canadians.

While the majority of Canadians are experiencing good health and living longer, vulnerable populations (e.g., low-income families, children, Indigenous peoples, and the elderly) continue to experience increased risks of poor health outcomes. Canada also continues to face persistent public health challenges with rising rates of chronic diseases (e.g., diabetes), the resurgence of vaccine-preventable diseases (e.g., measles), and the threat of drug-resistant organisms. Problematic substance abuse, with increases in opioid-related deaths and overdoses, and the anticipated legalization of cannabis, are also significant challenges.

Consistent with innovative approaches being implemented across the Government of Canada, PHAC would like to accelerate and extend the application of innovative approaches to its business priorities. To support executives and employees in this effort, a learning program is required to provide the knowledge, tools and networks to develop solutions to the most pressing challenges facing the agency. This would include comprehensive coverage of social innovation and social finance, as well as selected approaches that support innovation, such as business model design, lean start-up methodology, design-thinking, agile/scrum methodology, and/or innovation models, among others.

The proposed learning program would need to be delivered to a series of cohorts between February 2019 and March 31, 2020, with a minimum of 150 employees completing the program over that period (30 executives, and 120 employees). Exact dates for the training will be determined through coordination between the Contractor and Project Authority.

## **2. REQUIREMENTS**

### **2.1. Tasks, Activities, Deliverables and Milestones**

There are three distinct requirements. First, the Contractor is required to create a customized learning program for employees and a shorter, intensive executive level course. Second, the Contractor is required to deliver the learning program and the executive level course. Third, the Contractor is required to provide expert coaching and/or advisory services to PHAC employees undertaking team-based/experiential learning as part of the learning program.

#### **2.1.1 Creation of the Learning Program for Employees and Executives**

The Contractor is required to develop a comprehensive learning program which must include the following:

- a) A knowledge acquisition component that provides an overview of social innovation and social finance including key definitions, relevant case studies/examples, impact evaluation; and any additional information that gives an understanding of social innovation and social finance;
- b) A knowledge acquisition component that provides frameworks for problem identification, tools and approaches to support decision-making under uncertainty, and models/frameworks to support smart risk-taking;
- c) A team-based applied/experiential learning component that applies knowledge gained under (a) and (b) to develop innovative approaches to address PHAC business priorities. This component will include coaching and/or advisory support by the Contractor, and could include provision of additional innovative tools/approaches including, but not limited to, business model design, lean start-up methodology, design-thinking, agile/scrum methodology, and/or innovation models, among others.
- d) Opportunities for PHAC employees to develop and strengthen networks within and beyond the Agency within the fields covered by (a) and (b), which could be achieved through the use of guest speakers, case studies presented by people with lived experience, site visits, and/or other relevant approaches.
- e) An intensive program for executives, covering relevant material identified in (a) and (b), and (d).
- f) An optional module on constructing social finance models and attracting private and philanthropic capital,
- g) An optional module on digital and/or exponential technologies, and their application to complex public health challenges, and
- h) any other material the contractor deems necessary.

#### **2.1.2 Delivery of the Learning Program for Employees and Executives**

The Contractor is to propose a learning program that can be delivered to a series of consecutive cohorts of employees and executives, respectively, between February 2019 and March 31, 2020. The learning program may be comprised of various modes of learning including in-person instruction, guest speakers, digital, participant observation, and/or others that are suitable for professional adult education, etc.

There are to be four cohorts for employees and four executive sessions offered during the period of the contract, with the first cohort of employees and executives, respectively, completed

prior to March 31, 2019. Each cohort within the employee learning program will need to receive the training identified in 2.1.1 (a), (b), (c), and (d). There will also need to be a concurrent intensive program for executives, as outlined in 2.1.1 (e). Optional content can be offered at the discretion of the Contractor, as mentioned in 2.11(f), (g), and (h).

Upon completion of the first session, feedback from the participants and the Project Authority will be solicited, and modifications to the course content, delivery method and/or final project must be completed prior to the delivery of the next session.

If credit or a certificate from a recognized post-secondary institution can be earned by participants taking this course, the Contractor will ensure that any adjustments made to the syllabus will not affect the potential for participants to earn the credit or certificate.

Phase	Task	Key Deliverables	Milestone	
			Completion Date	Payment (%)
1	The Contractor will meet with the Project Authority to discuss the participants' learning needs, and discuss the content and delivery schedule of the learning program.	Teleconference or In Person Meeting	Early January 2019	Payment on completion of Development Phase (1 to 5)
2	The Contractor will prepare a syllabus based on ongoing discussions. This is to include the full learning program for employees and executives.	Syllabus tailored to PHAC's needs	Mid- January 2019	
3	The Contractor will provide a final course syllabus outlining course objectives, learning, assignments, readings, learning methods to the Project Authority for both the employee learning program and the intensive executive course. The Project Authority will review the syllabus and will either require adjustments or provide approval.	Final course syllabus outlining course objectives, learning, assignments, readings, learning methods for both the employee learning program and the executive course	Late-January 2019	
4	The Contractor will finalize the syllabus.	Final Syllabus tailored to PHAC's needs	Prior to delivery of course materials	
5	The Contractor will create all the necessary course materials for final approval by the Project Authority.	Course materials	Mid- February 2019	

6	The Contractor will provide all necessary course materials electronically, in a printable format and standard PHAC software such as MS Office Suite or PDF, no less than 2 weeks prior to start of the first cohort of the employee and executive learning programs, respectively. Participants can optionally print materials.	Course materials including the team-based/experiential component.	2 weeks prior to start of the first cohort training date	Payment will be made at the completion of the Delivery Phase First Cohort (6 to 8)
7	The Contractor will deliver the required training to the first cohort. Provision of any earned credits or certification to be provided.	Training of first cohort completed, including expert coaching and/or advisory support for employees.	Dates TBD. Must conclude by March 31, 2019	
8	The Contractor will deliver intensive executive level course.	Training of first cohort of executives	Dates TBD. Must conclude by March 31, 2019	
9	After delivery to the first cohort of employees and executives, the Contractor and Project Authority will review the feedback from the participants and the Contractor will revise the content and/or instruction method if the Project Authority deems it is required	Updated syllabus and training materials if required	Prior to delivery of learning program for second cohort.	Payment after revisions completed Payment will be made at the completion of the Delivery Phase for the Second Cohort (10 to 12)
10	The Contractor will provide all necessary course materials electronically, in a printable format and standard PHAC software such as MS Office Suite or PDF, no less than 2 weeks prior to start of the second cohort of employee and executive learning programs, respectively. Participants can optionally print materials.	Course materials, including the team-based/experiential component.	2 weeks prior to start of second cohort training date.	
11	The Contractor will deliver the required training to the second cohort. Provision of any earned credits or certification to be provided.	Training of second cohort completed, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	



12	The Contractor will deliver intensive executive level training	Training of second cohort of executives	TBD	
13	The Contractor will provide all necessary course materials electronically, in a printable format and standard PHAC software such as MS Office Suite or PDF, no less than 2 weeks prior to start of third cohort of employee and executive learning programs, respectively. Participants can optionally print materials.	Course materials including the team-based/experiential component	2 weeks prior to start of third cohort training date(s)	Payment will be made at the completion of the Delivery Phase Third Cohort (13 to 15)
14	The Contractor will deliver the required training to the third cohort. Provision of any earned credits or certification to be provided.	Training of third cohort completed, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	
15	The Contractor will deliver intensive executive training	Training of third cohort of executives	TBD	
16	The Contractor will provide all necessary course materials electronically, in a printable format and standard PHAC software such as MS Office Suite or PDF, no less than 2 weeks prior to start of fourth cohort of employee and executive learning programs, respectively.. Participants can optionally print materials.	Course materials including the team-based/experiential component	2 weeks prior to start of fourth cohort training date.	Payment will be made at the completion of the Delivery Phase Fourth Cohort (16 to 18)
17	The Contractor will deliver the required training to the fourth cohort. Provision of any earned credits or certification to be provided.	Training of the fourth cohort, including expert coaching and/or advisory support for employees.	TBD between April 2019 to March 2020	
18	The Contractor will deliver intensive executive level training	Training of fourth cohort of executives	TBD	

## **2.2. Specifications and Standards**

The Contractor will submit all deliverables electronically in English and in Microsoft Word or PDF format to the Project Authority.

The Contractor will make all course material available in English and French as requested. Any use of third-party materials must have prior approval.

## **2.3. Technical, Operational and Organizational Environment**

All final deliverables are to be provided within the timelines stipulated. The deliverables will be reviewed by the Project Authority for their overall quality and ensure they meet the requirements. A deliverable will not be considered complete until all requested changes are implemented to the satisfaction of the Project Authority.

The Project Authority shall have the right to reject or require revision of any of the deliverables that do not satisfy the stated requirements before the Agency authorizes payment to the Contractor.

All unscreened contractors must be escorted by an employee or Commissionaire at all times when visiting Government of Canada facilities.

## **2.4. Method and Source of Acceptance**

The Project Authority based on a review of the deliverables submitted will decide whether the professional services provided by the Contractor can be accepted.

## **2.5. Reporting Requirements**

In addition to the timely submission of all deliverables and the fulfilment of all obligations under this statement of work, the Contractor is responsible for facilitating and maintaining regular communication with the Project Authority. This means using a reasonable effort to inform all parties of the plans, decisions, proposed approaches, implementation and results of the work to ensure the work is progressing well and in accordance with its scope. Communication may include teleconference and email.

## **2.6. Project Management Control Procedures**

The Project Authority will ensure the contract is completed on time, on budget, and that the deliverables are of acceptable quality by:

- Reviewing all deliverables to ensure acceptable quality
- Reviewing all deliverables to consolidate their substantive feedback/revisions and provide to the Contractor within 5 working days
- Arranging and coordinate teleconference meetings between the Contractor when necessary

## **3. ADDITIONAL INFORMATION**

### **3.1. Canada's Obligations**

- Provide access to PHAC facilities and equipment during course delivery including a room, screen(s), projector, etc.
- Provide comments on draft products
- Provide other assistance or support
- Provide proposed dates for module delivery days

### **3.2. Contractor's Obligations**

- Attend course delivery days in person where required

- Unless otherwise specified, the Contractor must use its own equipment and software for the performance of this Statement of Work.

### 3.3. Location of Work, Work site and Delivery Point

If any in person training is proposed, the course is to be delivered in Ottawa at a facility to be arranged by PHAC. PHAC will reserve a large boardroom with a computer, large monitors, teleconference (if required), as well as additional space for break-out sessions as needed. PHAC also has the capability to host lecturers and guest speakers via videoconferencing.

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 the Project Authority and other departmental personnel.

### 3.4. Language of Work

The course will be delivered in English, although instructors must be fully bilingual to facilitate French-speaking participants. Course materials including reading materials and handouts must be made available in French upon request.

### 3.5. Special Requirements

Unscreened contractors must be escorted by an employee or Commissionaire at all times when visiting GoC facilities

### 3.6. Insurance Requirements

The Contractor must obtain and maintain an appropriate level of professional liability insurance coverage.

### 3.7. Travel and Living

All travel for the contractor to and from their facility and the lodging, meals, and expenses associated with this travel are the sole responsibility of the contractor and should be included in the contract price. Videoconference and online activities are also an option for some components of the program.

## 4. APPLICABLE DOCUMENTS AND GLOSSARY

### 4.1. Applicable Documents

<https://www.canada.ca/en/employment-social-development/programs/social-innovation-social-finance/reports/recommendations-what-we-heard.html>

### 4.2. Relevant Terms

**Social innovation:** New ideas — whether they are programs, services, products, processes or types of organizations — that meet social needs in more effective ways than existing approaches. Successful social innovations are widely adopted, generate measurable benefits, and typically involve collaboration across sectors.

**Social finance:** An approach to investing that involves placing capital to generate both a financial return and measurable social impact. Social finance mobilizes private and charitable capital for public good.

**Session:** complete training program of employees including final project and evaluation of participants

**Modules:** discrete units of learning that allow the Contracting Authority the flexibility to create a session according to the needs of the individuals

**Sex, Gender-Based Analysis+:** Sex and gender-based analysis plus (SGBA+) is an approach that systematically examines sex-based (biological) and gender-based (socio-cultural) differences between

men, women, boys, girls and people with diverse gender identities. Integrating SGBA+ alongside other methodologies that serve to mitigate bias creates a higher standard of rigour.

**ANNEX "B"****BASIS OF PAYMENT**

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

**Milestones Payments**

The schedule of milestones for which payments will be made in accordance with the Contract is as follows. These amounts do not include GST/HST.

**A- Contract Period (From Contract award to March 31, 2020)**

<b>Milestone Payment</b>	<b>Phase</b>	<b>Key Deliverables</b>	<b>Completion Date</b>	<b>Payment (%)</b>
<b>1</b>	<b>1</b>	Teleconference or In Person Meeting	Early January 2019	40%
	<b>2</b>	Syllabus tailored to PHAC's needs	Mid- January 2019	
	<b>3</b>	Final course syllabus outlining course objectives, learning, assignments, readings, learning methods for both the employee learning program and the executive course	Late-January 2019	
	<b>4</b>	Final Syllabus tailored to PHAC's needs	Prior to delivery of course materials	
	<b>5</b>	Course materials	Mid-February 2019	
<b>2</b>	<b>6</b>	Course materials including the team-based/experiential component.	2 weeks prior to start of the first cohort training date(s)	15%
	<b>7</b>	Training of first cohort completed, including expert coaching and/or advisory support for employees.	Dates TBD. Must conclude by March 31, 2019	
	<b>8</b>	Training of first cohort of executives	Dates TBD. Must conclude by March 31, 2019	
<b>3</b>	<b>9</b>	Updated syllabus and training materials if required	Prior to delivery of learning program for second cohort	15%
	<b>10</b>	Course materials including the team-based/experiential component	2 weeks prior to start of second cohort training date(s)	

	<b>11</b>	Training of second cohort completed, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	
	<b>12</b>	Training of second cohort of executives	TBD	
<b>4</b>	<b>13</b>	Course materials including the team-based experiential component.	2 weeks prior to start of third cohort training date(s)	15%
	<b>14</b>	Training of third cohort completed, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	
	<b>15</b>	Training of third cohort of executives	TBD	
<b>5</b>	<b>16</b>	Course materials including the team-based experiential	2 weeks prior to start of fourth cohort training date(s)	15%
	<b>17</b>	Training of the fourth cohort, including expert coaching and/or advisory support for employees.	TBD between April 2019 and March 2020	
	<b>18</b>	Training of fourth cohort of executives	TBD	
<b>A - Total =</b>				<b>\$</b>

## **2. Option Periods**

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

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

### **B1 - Option Year #1**

#### **Extended Contract Period (From April 1, 2020 to March 31, 2021)**

<b>Milestone Payment</b>	<b>Phase</b>	<b>Key Deliverables</b>	<b>Completion Date</b>	<b>Payment (%)</b>
<b>1</b>	<b>1</b>	Teleconference or In Person Meeting	TBD	10%
	<b>2</b>	Syllabus tailored to PHAC's needs	TBD	
	<b>3</b>	Final course syllabus outlining course objectives, learning, assignments, readings, learning methods for both the employee learning program and the executive course	TBD	
	<b>4</b>	Final Syllabus tailored to PHAC's needs	TBD	
	<b>5</b>	Course materials	TBD	
<b>2</b>	<b>6</b>	Course materials including the team-based/experiential component.	TBD	22.5%
	<b>7</b>	Training of first cohort completed, including expert coaching and/or advisory support for employees.	TBD	
	<b>8</b>	Training of first cohort of executives	TBD	
<b>3</b>	<b>9</b>	Updated syllabus and training materials if required	TBD	22.5%
	<b>10</b>	Course materials including the team-based/experiential component	TBD	
	<b>11</b>	Training of second cohort completed, including expert coaching and/or advisory support for employees.	TBD	

	12	Training of second cohort of executives	TBD	
4	13	Course materials including the team-based experiential component.	TBD	22.5%
	14	Training of third cohort completed, including expert coaching and/or advisory support for employees.	TBD	
	15	Training of third cohort of executives	TBD	
5	16	Course materials including the team-based experiential	TBD	22.5%
	17	Training of the fourth cohort, including expert coaching and/or advisory support for employees.	TBD	
	18	Training of fourth cohort of executives	TBD	
			<b>B1 - Total =</b>	<b>\$</b>



**B2 - Option Year #2****Extended Contract Period (From April 1, 2021 to March 31, 2022)**

<b>Milestone Payment</b>	<b>Phase</b>	<b>Key Deliverables</b>	<b>Completion Date</b>	<b>Payment (%)</b>
<b>1</b>	<b>1</b>	Teleconference or In Person Meeting	TBD	10%
	<b>2</b>	Syllabus tailored to PHAC's needs	TBD	
	<b>3</b>	Final course syllabus outlining course objectives, learning, assignments, readings, learning methods for both the employee learning program and the executive course	TBD	
	<b>4</b>	Final Syllabus tailored to PHAC's needs	TBD	
	<b>5</b>	Course materials	TBD	
<b>2</b>	<b>6</b>	Course materials including the team-based/experiential component.	TBD	22.5%
	<b>7</b>	Training of first cohort completed, including expert coaching and/or advisory support for employees.	TBD	
	<b>8</b>	Training of first cohort of executives	TBD	
<b>3</b>	<b>9</b>	Updated syllabus and training materials if required	TBD	22.5%
	<b>10</b>	Course materials including the team-based/experiential component	TBD	
	<b>11</b>	Training of second cohort completed, including expert coaching and/or advisory support for employees.	TBD	

	12	Training of second cohort of executives	TBD	
4	13	Course materials including the team-based experiential component.	TBD	22.5%
	14	Training of third cohort completed, including expert coaching and/or advisory support for employees.	TBD	
	15	Training of third cohort of executives	TBD	
5	16	Course materials including the team-based experiential	TBD	22.5%
	17	Training of the fourth cohort, including expert coaching and/or advisory support for employees.	TBD	
	18	Training of fourth cohort of executives	TBD	
			<b>B2 - Total =</b>	<b>\$</b>

**B3 - Option Year #3****Extended Contract Period (From April 1, 2022 to March 31, 2023)**

<b>Milestone Payment</b>	<b>Phase</b>	<b>Key Deliverables</b>	<b>Completion Date</b>	<b>Payment (%)</b>
<b>1</b>	<b>1</b>	Teleconference or In Person Meeting	TBD	10%
	<b>2</b>	Syllabus tailored to PHAC's needs	TBD	
	<b>3</b>	Final course syllabus outlining course objectives, learning, assignments, readings, learning methods for both the employee learning program and the executive course	TBD	
	<b>4</b>	Final Syllabus tailored to PHAC's needs	TBD	
	<b>5</b>	Course materials	TBD	
<b>2</b>	<b>6</b>	Course materials including the team-based/experiential component.	TBD	22.5%
	<b>7</b>	Training of first cohort completed, including expert coaching and/or advisory support for employees.	TBD	
	<b>8</b>	Training of first cohort of executives	TBD	
<b>3</b>	<b>9</b>	Updated syllabus and training materials if required	TBD	22.5%
	<b>10</b>	Course materials including the team-based/experiential component	TBD	
	<b>11</b>	Training of second cohort completed, including expert coaching and/or advisory support for employees.	TBD	

	12	Training of second cohort of executives	TBD	
4	13	Course materials including the team-based experiential component.	TBD	22.5%
	14	Training of third cohort completed, including expert coaching and/or advisory support for employees.	TBD	
	15	Training of third cohort of executives	TBD	
5	16	Course materials including the team-based experiential	TBD	22.5%
	17	Training of the fourth cohort, including expert coaching and/or advisory support for employees.	TBD	
	18	Training of fourth cohort of executives	TBD	
			<b>B3 - Total =</b>	<b>\$</b>

**3.0 Total**

A = initial contract year

B1 = Option year 1

B2 = Option year 2

B3 = Option year 3

A + B1 + B2 + B3 = \_\_\_\_\_ **(total financial bid pretax)**