



A1. DEPARTMENTAL REPRESENTATIVE

Dale Rudderham
Senior Procurement Advisor
Real Property - Missions Procurement
Operations (AAO)
125 Sussex Drive
Ottawa, Ontario
Canada, K1A 0G2

Telephone: 343-203-1522
E-mail: [realproperty-
contracts@international.gc.ca](mailto:realproperty-contracts@international.gc.ca)

**Construction
Best Value Evaluation
Request for Proposals (RFP)**

for

Performance of the work as described in
Appendix “A” – Statement of Work of
the draft contract.

A2. TITLE Solar PV Panel Assessment and Installation		
A3. SOLICITATION NUMBER 20-159888	A4. PROJECT NUMBER n/a	A5. DATE August 30, 2019
A6. RFP DOCUMENTS <ol style="list-style-type: none"> 1. Request for Proposals (RFP) title page 2. Submission Requirements and Evaluations (Section “P”) 3. Tender Form (Section “II”) 4. General Instructions (Section “III”) 5. Statement of Work (SOW) (Appendix “A”) 6. The attached draft Construction Contract <p>In the event of discrepancies, inconsistencies or ambiguities of the wording of these documents, the document that appears first on the above list shall prevail.</p>		
A7. PROPOSAL DELIVERY <p>In order for the proposal to be valid, it must be received no later than 14:00 HRS on October 2, 2019 (Ottawa, Ontario) referred to herein as the “Closing Date”.</p> <p>Only electronic proposals will be accepted; only attachments will be considered, not links to a website or online storage service.</p> <p>Electronic proposals must be sent only to the following email address:</p> <p>Email: realproperty-contracts@international.gc.ca Solicitation Number: 20-159888</p> <p>Please note that electronic Proposals must not be copied to any other address or individual. Failure to comply will be grounds for disqualification and the proposal will not be evaluated.</p> <p>Email size cannot exceed 10MB. Electronic proposals must have two (2) separate files (PDF preferred), the first attachment must be labelled “Technical Proposal”. The second attachment <u>must</u> be labelled “Financial Proposal”</p> <p>Failure to comply will be grounds for disqualification and the proposal will not be evaluated</p>		
A8. TENDER FORM The completed Tender Form Section "II" and Bill of Quantities (if applicable) must be sealed in a separate envelope marked "Tender Form". The information required in section SR3 Tender Form must only appear in the sealed "Tender Form" envelope. Failure to comply will result in the proposal being declared non-compliant and rejected from further consideration.		
A9. MANDATORY SITE VISIT A mandatory site visit will be held at Permanent Mission of Canada to the WTO, 5, avenue de l'Ariana, Geneva, Switzerland, on Sept 25, 2019. The conference will begin at 10:00 hrs local time. Bidders will meet at the lobby. Proponents are requested to confirm their attendance with the Departmental Representative no later than five (5) working days prior to the conference.		
A10. ENQUIRIES All enquiries or issues concerning this RFP must be submitted in writing to the Departmental Representative no later than five (5) calendar days prior to the Closing Date and Time in order to allow sufficient time to provide a response.		
A11. LANGUAGE Proposals shall be submitted in English or French.		
A12. PROPONENT CONFERENCE (IF ANY) N/A		
A13. BID SECURITY The Proponent shall submit a bid security in the amount of \$0.00 as described in SR1.5.		
A14. CONTRACT DOCUMENTS The draft contract which the selected Proponent will be expected to execute is included with this RFP. Proponents are advised to review it in detail and identify any unduly onerous clauses to the Departmental Representative in accordance with A10 - Enquiries. Her Majesty reserves the right not to make any amendment(s) to the Contract Documents.		

SECTION "I" – SUBMISSION REQUIREMENTS AND EVALUATIONS**SR1 INTRODUCTION**

- 1.1 This section outlines the information Proponents are required to submit. To qualify, Proponents must meet the mandatory requirements set out in the RFP. Proposals not meeting the Mandatory Requirements will not be given any further consideration. Submissions meeting the Mandatory Requirements shall be evaluated according to the criteria and point rating set out in SR2 – Technical Proposal and SR3 – Tender Form. Should Her Majesty elect to proceed with a contract, the Proponent with the highest score will be awarded the Contract.
- 1.2 The evaluation will be based solely on the content of the responses and any correctly submitted amendment. No assumptions should be made that Her Majesty has any previous knowledge of the Proponents' qualifications other than that supplied pursuant to this RFP.
- 1.3 **Contract Security and Insurance Requirement**

The successful Proponent shall be required to provide contract security in accordance with the terms specified in article C9 of the Construction Contract and to provide insurance coverage in accordance with article C8 in the Construction Contract within fourteen (14) days after receipt of a notice in writing that the bid was accepted by Her Majesty.
- 1.4 **Approval of Alternative Material**
 - 1.4.1 The bid must be based on using materials specified by trade or manufacturer's names where specified in the tender documentation.
 - 1.4.2 Alternatives to materials and equipment specified by trade or manufacturer's names will be considered during the bid period if full descriptive data on proposed alternatives is submitted in writing to the Departmental Representative as specified in A10. Enquiries.
 - 1.4.3 The Departmental Representative must approve any alternative material in writing. Approved alternatives will be incorporated in the specification by issuance of addenda to the tender documents.
- 1.5 **Bid Security**
 - 1.5.1 The Proponent shall submit bid security with its bid in the form of a bid bond or a security deposit and shall be equal to not less than the amount specified in A13 Bid Security;
 - 1.5.2 A bid bond shall be in an approved form and issued by a financial institution whose bonds are acceptable to Her Majesty;
 - 1.5.3 A security deposit shall be a **CERTIFIED CHEQUE** payable to the Canadian Embassy and certified by a Chartered Bank acceptable to Her Majesty; and
 - 1.5.4 Unsuccessful Proponents will have their bid security deposits returned within thirty (30) calendar days of acceptance of a bid by Her Majesty. No interest will be paid on security deposits held by Her Majesty.

SR2 TECHNICAL PROPOSAL (65 POINTS)

Technical Proposals **must not** exceed thirty (30) single-sided pages of 8½ "x 11" paper, minimum type face 10 pts. All material shall be printed on 8.5" x 11" or A4 paper. Material exceeding the thirty (30) page maximum will **NOT** be considered. For the sake of clarity and comparative evaluation, Proponents should respond using the same subject headings and numbering structure in this document.

Proponents must obtain, at minimum, a rating of "adequate" on the criteria set out in SR2.1, SR2.2 and SR2.3. Note that "adequate" ratings are defined below for each evaluation criteria. Proposals not meeting this requirement will not be given any further consideration.

2.1 Work Plan (20 points)

Intent:

Evaluate the Proponent's strategy for delivering the Project. Adequate response consists of an effective delivery strategy to meet the requirements of the Statement of Work and a clear description of how the team will be effectively managed. For a proposal to receive higher marks, it must elaborate on the strategy for delivering the Project and describe in detail how the various components of the Proponent Team relate to each other, assist each other and communicate with each other.

Information to be submitted:

- 2.1.1 the name, role, number of hours/days planned, per individual Proponent Team member, for each Project milestone;
- 2.1.2 a project organization chart showing names and titles of all Proponent Team resources named for the Project;
- 2.1.3 a short description of the roles of key stake-holders: Proponent Team, sub-consultants and other specialists and describe how this team will work together to execute the various phases of the Work; and
- 2.1.4 a draft solar PV array design that aligns with the attached Statement of Work, that is based on commercially available technology; and
- 2.1.5 a description of the nature, extent and duration of the links in any partnerships / joint ventures.

Rating:

Significantly exceeds the requirement 19-20	Exceeds the requirement 9-18	Adequate 8	Does not meet the requirement 0-7
--	---------------------------------	---------------	--------------------------------------

2.2 Renewable Energy Output (15 points)

Intent:

Evaluate the ability of the proponent's ability to achieve maximum output of renewable energy per unit of area to optimize renewable energy production at the Permanent Mission of Canada to the WTO, and to support its Zero Carbon Building certification.

Information to be submitted:

- 2.2.1 Innovative ideas to maximize renewable energy output; and
- 2.2.2 Experience in past project delivering high output yields per unit of area.

Rating:

Significantly exceeds the requirement 13-15	Exceeds the requirement 9-12	Adequate 4-8	Does not meet the requirement 0-3
--	---------------------------------	-----------------	--------------------------------------

2.3 Corporate Experience (20 points)

Intent:

Evaluate the Proponents recent corporate experience on projects of similar size and scope. Adequate experience consists of **five (5)** recent projects of the same size and scope or an equivalent combination of larger and smaller projects.

Information to be submitted:

The response to be provided here can consist of existing material (brochures, corporate profiles, reference letters, etc.). To facilitate evaluation, information on specific projects must include:

- 2.2.1 title of project(s), location (city, country);
- 2.2.2 brief description of project scope, cost and schedule;
- 2.2.3 dates of participation in the project; and
- 2.2.4 corporate role in the project.
- 2.2.5 design awards, photographs and brochure material, where appropriate.

Rating:

Significantly exceeds the requirement 19-20	Exceeds the requirement 9-18	Adequate 8	Does not meet the requirement 0-7
--	---------------------------------	---------------	--------------------------------------

2.4 Experience of Personnel (10 POINTS)**Intent:**

Evaluate the recent experience of the proposed personnel on projects of similar size and scope. Adequate experience consists of **five (5)** years of recent professional experience in a similar role and completion of **three (3)** recent projects of same size and scope or an equivalent combination of larger and smaller projects.

Information to be submitted:

The response to be provided here can consist of existing material (resumes, brochures, corporate profiles, reference letters, etc.). To facilitate evaluation, information on the individual must include:

- 2.4.1 area(s) of expertise of individuals being proposed (including project manager and site supervisor(s)) who would be involved with the project and the role for which they will be responsible;
- 2.4.2 individuals' years of experience;
- 2.4.3 individuals' years with the Proponent entity;
- 2.4.4 responsibilities held, by the individuals being proposed, for projects they have completed; and
- 2.4.5 certification and licensing of personnel, as appropriate.

Rating:

Significantly exceeds the requirement 10	Exceeds the requirement 5-9	Adequate 4	Does not meet the requirement 0-3
---	--------------------------------	---------------	--------------------------------------

SR3 TENDER FORM (50 POINTS)

- 3.1 **All the information required in section SR3 must appear on Section "II" - Tender Form ONLY and attached as a separate file marked "Tender Form".** Failure to comply may result in the proposal being declared non-compliant and rejected from further consideration. Tender Forms will only be opened after the Technical Proposal evaluation is completed. If it becomes clear that the

Price Score would not alter the standing of any proposal, that Tender Form envelope will NOT be opened.

3.2 Fixed Price

- 3.2.1 Proponents shall quote an all inclusive Fixed Price (excluding the cost of The Minister's services and equipment\ furniture) on the form attached as Section "II" - Tender Form. The Fixed Price must include, but not necessarily be limited to, all costs resulting from the performance of the Work as described in this RFP, all costs resulting from the performance of any additional Work described in the Proponent's proposal (unless clearly described as an option), all travel, living costs and all overhead costs including disbursements;
- 3.2.2 Proponents shall estimate on the tender form the value of the taxes (including VAT as per SR3.3) expected to be payable by Her Majesty as a result of entering into a contract with the Proponent;
- 3.2.3 All payments shall be made according to the terms of payment set out in the attached draft Contract;
- 3.2.4 Exchange rate fluctuation protection is not offered;
- 3.2.5 Tender Forms not meeting above requirements will not be given any further consideration; and
- 3.2.6 Proponents shall submit completed Bill of Quantities sealed in the "Tender Form" envelope.

3.3 Taxes & Duties

- 3.3.1 Proponents are to provide full details concerning the applicability, amount and administration of the payment of all taxes (including VAT as described below) and duties (including import duties) payable in respect of the Work, as well as any possible exemption from all or part of same.
- 3.3.2 Her Majesty will pay the VAT specified in the Tender Form provided:
 - 3.3.2.1 that amount is applicable to the Work provided by the Proponent to Her Majesty under the Contract. Her Majesty will not be responsible for the payment of any VAT payable by the Proponent to any third party (including subcontractors);
 - 3.3.2.2 Her Majesty is unable to procure an exemption from VAT in respect of the Work;
 - 3.3.2.3 the Proponent agrees to render every reasonable assistance to Her Majesty in obtaining reimbursement of all VAT paid in respect of the Work from the appropriate Government Agency;
 - 3.3.2.4 the VAT is shown separately on all of the Proponent's invoices and progress claims; and
 - 3.3.2.5 the Proponent agrees to remit to the appropriate Government Agency any amounts of VAT legally required to be remitted by the Contractor pursuant to applicable tax laws.

3.4 Basis of Selection – Highest Rated Within Budget

To be declared responsive, a bid must:

- a. comply with all the requirements of the bid solicitation;
- b. meet all mandatory technical evaluation criteria; and
- c. obtain the required minimum of 25 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 55 points.

Bids not meeting (a) or (b) or (c) will be declared non responsive.. The responsive bid with the highest number of points will be recommended for award of a contract, provided that the total evaluated price does not exceed the budget available for this requirement.

3.5 Maximum Funding

The maximum funding available for the Contract resulting from the bid solicitation is \$250,000 (Applicable tax extra). Bids valued in excess of this amount will be considered non-responsive. This disclosure does not commit Canada to pay the maximum funding available.

3.6 Price Breakdown

Her Majesty reserves the right to request a breakdown of the components of the Price Proposal should it believe that the price is unreasonable. Failure to provide an adequate breakdown, describing the rational and expectation used to determine the cost of each component of the work, may lead to disqualification.

SECTION "II" – TENDER FORM

TF1 CONTACT INFORMATION

Name of Firm: _____

Address: _____

Contact Person: _____

Phone number: (____) ____-____ Fax number: (____) ____-____

Email: _____@_____

TF1.1 Fixed Price

	Description	Price
1	Solar PV Panel Assessment & Design	\$
2	Solar PV Panel Supply & Installation	\$
Total Bid Price		\$

*All amounts are in the currency specified in the contract**Do not include VAT in total Bid Price*

TF2 **ACCEPTANCE AND ENTRY INTO CONTRACT**

I/We undertake, within fourteen (14) calendar days of receipt of notification of acceptance of my/our bid, to sign a contract contained in the RFP incorporating all the relative elements of this project, for the performance of the Work provided I/We are notified, by Her Majesty, of the acceptance of my/our bid within ninety (90) days of the tender closing date.

TF3 **CONSTRUCTION TIME**

I/We agree to complete the Work within the time stipulated in the specification from the date of notification of acceptance of my/our bid.

TF4 **BID SECURITY (If applicable)**

I/We herewith enclose bid security in accordance with article A13.

I/We understand that if a security deposit is furnished as bid security and if I/We refuse to enter into a contract when called upon to do so, my/our security deposit shall be forfeited without prejudice to any other remedy Her Majesty may have at law.

I/We understand that if the security furnished is not in the approved form as described in clause 1.5 of this RFP, my/our bid will be disqualified.

TF5 **CONTRACT SECURITY AND INSURANCE (If applicable)**

Within fourteen (14) calendar days after receipt of written notification of acceptance of my/our bid, I/We will furnish contract security and insurance certificate in accordance with articles C9 and C8 respectively of the draft Construction Contract.

I/We understand that the contract security referred to herein, if provided in the form of a certified cheque, will be deposited into the Consolidated Revenue Fund of Canada.

TF6 **BILL OF QUANTITIES (If applicable)**

I/We have included Bill of Quantities as required in article A8.

SIGNED, ATTESTED TO AND DELIVERED on the _____ day of _____ on behalf of:

Print the legal name of the Proponent

Signature of authorized signatory

Signature of authorized signatory

Print name(s) & titles of authorized signatory

Print name(s) & titles of authorized signatory

Signature of Witness

SECTION "III" - GENERAL INSTRUCTIONS

GI1 RESPONSIVENESS

- 1.1 For a proposal to be considered valid, it must comply with all the requirements of this RFP identified as mandatory. Mandatory criteria are also expressed by using imperative verbs such as "shall", "must" and "will".

GI2 ENQUIRIES - SOLICITATION STAGE

- 2.1 All enquiries or issues concerning this RFP must be submitted in writing to the Departmental Representative as early as possible within the solicitation period. Enquiries and issues must be received within the timeframe described in article A10 to allow sufficient time to provide a response. Enquiries received after that time will not be answered prior to the Closing Date.
- 2.2 To ensure consistency and quality of information provided to Proponents, the Departmental Representative will give notice, in the same manner as this RFP, of any additional information in response to significant enquiries received without revealing the sources of the enquiries.
- 2.3 All enquiries and other communications with government officials throughout the solicitation period shall be directed ONLY to the Departmental Representative named herein. Non-compliance with this condition during the solicitation period will (for that reason alone) result in the disqualification of your proposal.

GI3 PROPONENT'S SUGGESTED IMPROVEMENTS DURING SOLICITATION PERIOD

- 3.1 Should any Proponent consider that the specifications or Statement of Work contained in this RFP can be improved technically or technologically, the Proponent is invited to make suggestions, in writing, to the Departmental Representative named herein. The Proponent must clearly outline the suggested improvements as well as the reason for the suggestion. Suggestions which do not restrict the level of competition nor favour a particular Proponent will be given consideration provided they are received by the Departmental Representative within the timeframe described in A10 to allow sufficient time to provide a response. Her Majesty reserves the right to accept or reject any or all suggestions.

GI4 PROPOSAL PREPARATION COST

- 4.1 The costs, including travel incurred by the Proponent in the preparation of its proposal and/or the negotiation (if applicable) of any resulting contract will be the sole responsibility of the Proponent and will not be reimbursed by Her Majesty.

GI5 PROPOSAL DELIVERY

- 5.1 Proposals and/or amendments thereto, will only be accepted by the Minister if they are received at the address indicated in A7, on or before the Closing Date and Time specified in A7.
- 5.2 Responsibility for proposal delivery: The Proponent has sole responsibility for the timely receipt of a proposal by Her Majesty and cannot transfer this

responsibility to the Government of Canada. Her Majesty will not assume responsibility for proposals that are directed to a location other than the one stipulated in A7.

- 5.3 Late Proposals: The Minister will return unopened proposals received after the Closing Date and Time specified in A7.

GI6 VALIDITY OF PROPOSAL

- 6.1 Any proposal must remain open for acceptance for a period of not less than ninety (90) calendar days after the Closing Date.

GI7 RIGHTS OF CANADA

- 7.1 Her Majesty reserves the right:
- 7.1.1 during the evaluation, to submit questions to or conduct interviews with Proponents, at Proponents cost, upon forty eight (48) hours written notice, to seek clarification or to verify any or all information provided by the Proponent with respect to this RFP;
- 7.1.2 to reject all proposals received in response to this RFP if it/they fail to meet the objectives of the requirement within the boundaries imposed by Her Majesty's different stakeholders;
- 7.1.3 to accept any proposal in whole or in part without prior negotiation;
- 7.1.4 to cancel and/or re-issue this RFP at any time;
- 7.1.5 to award one or more contracts, if applicable;
- 7.1.6 to retain all proposals submitted in response to this RFP;
- 7.1.7 not to accept any deviations from the stated terms and conditions;
- 7.1.8 to incorporate all, or any portion of the Statement of Work, Request for Proposals and the successful proposal in any resulting contract; and
- 7.1.9 not to contract at all.

GI8 INCAPACITY TO CONTRACT WITH GOVERNMENT

- 8.1 Canada may reject a proposal where the Proponent, including the Proponent's officers, agents and employees, has been convicted of an offence under the following provisions of the Criminal Code:

- 8.1.1 Section 121, Frauds upon the Government;
- 8.1.2 Section 124, Selling or Purchasing Office; or
- 8.1.3 Section 418, Selling Defective Stores to Her Majesty.

(Subsection 750 (3) of the Criminal Code prohibits anyone who has been so convicted from holding public office, contracting with the government or benefiting from a government contract.)

- 8.2 Where Canada intends to reject a proposal pursuant to a provision of paragraph 8.1, the Departmental Representative will so inform the Proponent and provide the Proponent ten (10) calendar days within which to make representations, prior to making a final decision on the proposal rejection.

GI9 INCURRING OF COST

- 9.1 No costs incurred before receipt of a signed Contract or specified written authorization from the Departmental Representative can be charged to any

resulting Contract. In addition, the Contractor is not to perform Work in excess of or outside the scope of any resulting Contract based on verbal or written requests or instructions from any government personnel other than the Departmental Representative. The Proponent's attention is drawn to the fact that the Departmental Representative is the only authority which can commit Her Majesty to the expenditure of the funds for this requirement.

GI10 PROPONENTS NOT TO PROMOTE THEIR INTEREST IN THE PROJECT

- 10.1** Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this Project.

GI11 PROPERTY OF HER MAJESTY

- 11.1** All correspondence, documents and information provided to the Minister by any Proponent in connection with this RFP will become the property of Her Majesty and may be released pursuant to the Canadian Federal Access to Information Act and the Privacy Act.

GI12 RIGHTS OF UNSUCCESSFUL PROPONENTS

- 12.1** Proponents are reminded that all materials submitted by them in either paper or electronic form, including architectural and engineering design drawings, specifications, photographs, etc. shall, upon opening of the envelope by Canadian officials at the local embassy or in Ottawa, become the property of the Canadian government. In consequence, they will not be returned to the unsuccessful Proponents of this tender competition. The keeping of such information by Canada is necessary to ensure that, in the event of a future internal audit of the tender process, or in the event of a challenge by one of the unsuccessful Proponents to this tender process, all the documents submitted by competing Proponents are available and not tampered with. Nevertheless, complete copyright in those materials will of course remain with the copyright owners of the materials submitted; Canada assures Proponents that it will at no time use those materials for any commercial purposes without the written consent of the authors.

GI13 PRICE SUPPORT

- 13.1** In the event that the Proponent's bid is the sole responsive proposal received, the Proponent must provide, on the Minister's request, one or more of the following price support if applicable:
- 13.1.1** a current published price list indicating the percentage discount available to the Minister;
 - 13.1.2** copies of paid invoices for like services performed for other customers or for like items (same quantity and quality) sold to other customers;
 - 13.1.3** a price breakdown showing the cost of direct labour, direct materials, purchased items, engineering and plant overheads, general and administrative overhead, transportation, etc., profit;
 - 13.1.4** price or rate certification; and
 - 13.1.5** any other supporting documentation as requested by the Minister.

GI14 PROPONENTS NOT TO PROMOTE THEIR INTEREST IN THIS PROJECT

- 14.1** Proponents must not make any public comment, respond to questions in a public forum or carry out any activities to publicly promote or advertise their interest in this Project, except for their response to Her Majesty pursuant to this RFP.

GI15 ACCEPTANCE OF BIDS

- 15.1** Proponents must meet and adhere to the architectural and design standards contained in the bid documentation.
- 15.2** Proponents must submit a list of sub-contractors on TF2 they propose to use on the Works. The successful Proponent shall not be allowed any subsequent substitution of the submitted list of sub-contractors, unless authorized, in advance in writing by Her Majesty.

GI16 SIGNATURES

- 16.1** The following requirements are to be adhered to when signing the Tender Form:

16.1.1 Corporation

The signatures of the authorized signatories shall be affixed and their names and titles typed or printed.

16.1.2 Partnership

The signatures of the partners shall be affixed and their names typed or printed. If not all of the partners sign or if the signatory is not a partner then a certified true copy of the agreement signed by all partners authorizing such person or persons to execute the document on their behalf shall accompany the bid.

16.1.3 Sole Proprietorship

The signature of the sole proprietor shall be affixed and the name typed or printed. In the event that the signatory is not the sole proprietor then a certified true copy of the agreement signed by the sole proprietor authorizing such person or persons to execute the document shall accompany the bid.

16.1.4 Joint Venture

The signatures of the authorized signatories of each member of the joint venture shall be affixed and their names and titles typed or printed. Each of the participating signatories shall sign the document in the manner applicable to their particular business arrangement which is more particularly described in 16.1.1 to 16.1.3 above.

GI17 RETURN OF DOCUMENTS

- 17.1** Unsuccessful Proponents must, if requested by the Departmental Representative, return all bid documents (e.g. Working Drawings, Specifications and Bills of Quantities) intact and in good condition within fourteen (14) calendar days of notification. Any copies of the Working Drawings, Specifications and Bill of Quantities are to be returned along with the original bid documents.

GI18 PROPONENT'S CONFERENCE

- 18.1** Proponents, or their representative(s), are requested to attend a Proponent’s conference as described in A13. during which the requirements outlined in this RFP document will be reviewed and any questions will be answered.
- 18.2** Proponents are advised that any clarifications or changes resulting from the Proponents' conference shall be included as an amendment to the bid solicitation document.

- 18.3** No expenses will be reimbursed by Her Majesty pursuant to the Proponent’s Conference.

GI19 INTERPRETATION

- 19.1** In this RFP, “Her Majesty”, “the Minister” or “Canada” means Her Majesty the Queen in right of Canada, as represented by the Minister of Foreign Affairs.