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Request for Proposal (RFP)

Proposal To: Natural Resources Canada

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

Comments – Commentaires

Issuing Office

Natural Resources Canada
Finance and Procurement Management
Branch
1055, PEPS, CP 10380
Quebec, QC
G1V 4C7

Title – Sujet Assessment (joint audit and evaluation) of the Polar Continental Shelf Project.	
Solicitation No. – No de l'invitation NRCan-5000048881	Date November 7, 2019
Requisition Reference No. - N° de la demande 155182	
Solicitation Closes – L'invitation prend fin at 02:00 PM (Eastern Standard Time (EST)) on November 22, 2019	
Address Enquiries to: - Adresse toutes questions à: france.bolduc@canada.ca	
Telephone No. – No de telephone 418 648-5043	
Destination – of Goods and Services: Natural Resources Canada 580 Booth Street Ottawa, ON K1A 0E4	
Security – Sécurité There is security requirements associated with this requirement	
Vendor/Firm Name and Address Telephone No.: Email address:	
Name and Title of person authorized to sign on behalf of Vendor/Firm (type or print) Signature _____ Date _____	



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The Articles contains in this document are mandatory in their entirety, unless otherwise indicated. Acceptance of these Articles, in their entirety, as they appear in this document, is a Mandatory requirement of this RFP.

Suppliers submitting a proposal containing statements implying that their proposal is conditional on modification of these clauses or containing terms and conditions that purport to supersede these clauses or derogate from them will be considered non-responsive.

Bidders with concerns regarding the provisions of the Bid Solicitation document (including the Resulting Contract Clauses) should raise such concerns in accordance with the Enquiries provision of this RFP.



PART 1 - GENERAL INFORMATION

1.1 Introduction

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

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

The Annexes include the Statement of Work, the Basis of Payment and the Security Requirements Check list.

The Appendixes include the Evaluation Criteria and the Financial Proposal Form.

1.2 Summary

By means of the RFP, Natural Resources Canada (NRCan) is seeking proposals from bidders to conduct an evaluation of the Polar Continental Shelf Program.

The Assessment Objectives are the assessment of the relevance and performance, and adequacy of the management control framework for the effective and efficient use of resources for the Polar Continental Shelf Program. As such, this Assessment will address the requirements of the Treasury Board Secretariat's Policy on Results (2016) and the Policy on Internal Audit.

The Assessment will extend beyond the evaluation considering both the process and products/results, cost recovery, relevance and effectiveness.

The Polar Continental Shelf Program (PCSP) is a national service delivery agency responsible for providing logistical support to researchers from Canadian government agencies, northern communities, and independent and university groups conducting scientific activities in Canada's Arctic.

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.

The requirement is subject to the provisions of the North American Free Trade Agreement (NAFTA), and the Canadian Free Trade Agreement (CFTA).

This procurement is subject to the following Comprehensive Land Claims Agreement(s):

- Nunavut Land Claims Agreement

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

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 (2019-03-04) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation with the modifications to the text below. If there is a conflict between the provisions of 2003 and this document, this document prevails.

- **In the complete text content (except Section 3) Delete:** Public Works and Government Services Canada” and **Insert:** “Natural Resources Canada.” **Delete:** “PWGSC” and **Insert:** “NRCan”
- **Section 2: Delete:** “Suppliers are required to” and **Insert:** “It is suggested that suppliers”
- **Subsection 1 of Section 8:** Delete entirely
- **Under Subsection 2 of Section 20:** Not applicable

2.2 Submission of Bids

It is the Bidders responsibility to ensure that proposals are sent to the following e-mail address, by the time and date indicated on page 1 of this RFP document:

nrcan.quebecbid-soumissionquebec.nrcan@canada.ca

IMPORTANT

It is requested that you write the following information in “Subject” of the e-mail:

NRCan-5000048881 - Assessment of the Polar Continental Shelf Project

The address above is reserved for the submission of your proposal. No other communication should be sent to that address.

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

NRCan will not assume responsibility for proposals directed to any other location.

The onus is on the Bidder to ensure that the proposal is submitted correctly to the above address. Not complying with the above instructions may result in NRCan’s inability to ascertain reception date and/or to consider the bid prior to contract award. Therefore, NRCan reserves the right to reject any proposal not complying with these instructions.



2.3 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.

2.4 Applicable Laws

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

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

2.5 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

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

- Section I: Technical Bid (one (1) electronic copy)
- Section II: Financial Bid (one (1) electronic copy in a separate file)
- Section III: Certifications (one (1) electronic copy)
- Section IV: Additional Information (one (1) electronic copy)

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

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

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

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.

Section II: Financial Bid

Bidders must submit their financial bid in accordance with the Financial Proposal Form in Appendix 2. The total amount of Applicable Taxes must not be shown.

Section III: Certifications

Bidders must submit the certifications required under Part 5.

Section IV: Additional Information

In Section IV of their bid, bidders should provide:



1. the 1st page of this RFP signed with their legal name;
2. the name of the contact person (provide also this person's mailing address, phone numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any contract that may result from their bid;
3. for Part 6, article 6.1, Security Requirement, of the bid solicitation:
 - a) for each individual who will require access to classified or protected information, assets or sensitive work sites:
 - 1) the name of the individual;
 - 2) the date of birth of the individual; and
 - 3) if available, information confirming the individual meets the security requirement as indicated in Part 7 - Resulting Contract Clauses;

Bidder's Proposed Site(s) or Premises Requiring Safeguarding Measures

As indicated in Part 6 under Security Requirements, the Bidder must provide the full address(es) of the Bidder's and proposed individual(s)' site(s) or premises for which safeguarding measures are required for Work Performance:

Street Number / Street Name _____
 City, Province, Territory / State _____
 Postal Code / Zip Code _____
 Country _____

The Company Security Officer (CSO) must ensure through the Industrial Security Program (ISP) that the Bidder and proposed individual(s) hold a valid security clearance at the required level, as indicated in Part 6 – Security Requirements.



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

4.1.1 Technical Evaluation

Mandatory and point rated technical evaluation criteria are included in Appendix 1 – Evaluation Criteria.

4.2 Basis of Selection

4.2.1 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 70 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 100 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 70/30 ratio of technical merit and price, respectively. The total available points equal 135 and the lowest evaluated price is \$45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)				
		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	$115/135 \times 70 = 59.63$	$89/135 \times 70 = 46.14$	$92/135 \times 70 = 47.70$
	Pricing Score	$45/55 \times 30 = 24.55$	$45/50 \times 30 = 27$	$45/45 \times 30 = 30.00$
Combined Rating		84.18	73.14	77.70
Overall Rating		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. 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 Declaration of Convicted Offences

In accordance with 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 with its bid the required documentation, as applicable, 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 – List of Names

In accordance with 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 with its bid the required documentation, as applicable, to be given further consideration in the procurement process.

- Bidders who are incorporated, including those bidding as a joint venture, must provide a complete list of names of all individuals who are currently directors of the Bidder or, in the case of a private company, the owners of the company.
- Bidders bidding as sole proprietorship, as well as those bidding as a joint venture, must provide the name of the owner(s).
- Bidders bidding as partnerships do not need to provide lists of names.

Name of Bidder: _____



OR

Name of each member of the joint venture:

Member 1: _____
 Member 2: _____
 Member 3: _____
 Member 4: _____

Identification of the administrators/owners:

SURNAME	NAME	TITLE

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](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)" list (http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml) available from [Employment and Social Development Canada \(ESDC\) - Labour's website](#).

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 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.

5.2.4 Education and Experience

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

5.2.5 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.

Professional fees

Amount



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.

5.2.6 Aboriginal Designation

Who is eligible?

a) An Aboriginal business, which can be:

- i. a band as defined by the Indian Act
- ii. a sole proprietorship
- iii. a limited company
- iv. a co-operative
- v. a partnership
- vi. a not-for-profit organization

in which Aboriginal persons have at least 51 percent ownership and control,

OR

b. A joint venture consisting of two or more Aboriginal businesses or an Aboriginal business and a non-Aboriginal business(es), provided that the Aboriginal business(es) has at least 51 percent ownership and control of the joint venture.

When an Aboriginal business has six or more full-time employees at the date of submitting the bid, at least thirty-three percent of them must be Aboriginal persons, and this ratio must be maintained throughout the duration of the contract.

The bidder must certify in its submitted bid that it is an Aboriginal business or a joint venture constituted as described above.

- Our Company is NOT an Aboriginal Firm, as identified above.
- Our Company is an Aboriginal Firm, as identified above.

5.2.7 Certification of Language - Bilingual Essential

By submitting a bid, the Bidder certifies that, should it be awarded a contract as result of the bid solicitation, at least one resource who conducts interviews and case study interviews (collection of data) must be able to communicate orally and in writing in English and French without any assistance and with minimal errors.



PART 6 - SECURITY REQUIREMENTS

6.1 Security Requirements

1. At the date of bid closing, the following conditions must be met:
 - (a) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
 - (b) the Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security 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;
 - (d) the Bidder's proposed location of work performance and document safeguarding must meet the security requirements as indicated in Part 7 - Resulting Contract Clauses;
 - (e) the Bidder must provide the address(es) of proposed site(s) or premises of work performance and document safeguarding as indicated in Part 3 - Section IV Additional Information.

2. For additional information on security requirements, 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.



PART 7 - RESULTING CONTRACT CLAUSES

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

7.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work at Annex A and the Contractor's technical bid entitled _____, dated _____. (*to be completed at contract award*)

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

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

- As applicable, replace references to Public Works and Government Services Canada (PWGSC) with Natural Resources Canada (NRCan).

7.3 Dispute Resolution

Mediation

If a dispute arising from this contract cannot be settled amicably through negotiation, then the parties agree in good faith to submit the dispute to mediation as administered by the Arbitration and Mediation Institute of Canada Inc. (AMIC). The parties acknowledge receipt of the rules of AMIC. The cost of mediation shall be borne equally by the parties.

Arbitration

If the parties cannot resolve the dispute through mediation within sixty (60) days, the parties agree to submit the dispute to arbitration pursuant to the Commercial Arbitration Act (Canada). The party requesting such arbitration shall do so by written notice to the other party/parties. The cost of the arbitration and fees of the arbitrator shall be borne equally by the parties. The arbitration shall take place in the city where the contractor carries on business before a single arbitrator to be chosen jointly by the parties. If the parties cannot agree on the choice of arbitrator within thirty (30) days of written notice to submit the dispute to arbitration, each party will choose a representative who will select the arbitrator. The parties may determine the procedure to be followed by the arbitrator in conducting the proceedings, or may ask the arbitrator to do so. The arbitrator shall issue a written award within thirty (30) days of hearing the parties. The award may be entered in any court having jurisdiction and enforced as a judgment of that court.

Meaning of "Dispute"



The parties agree that the word "dispute" in this clause refers to a dispute of fact or of law, other than a dispute of public law.

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will, on request or consent of the parties to participate in an alternative dispute resolution process to resolve any dispute between the parties respecting the interpretation or application of a term and condition of this contract and their consent to bear the cost of such process, provide to the parties a proposal for an alternative dispute resolution process to resolve their dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at boa.opo@boa.opo.gc.ca.

7.4 Security Requirements

7.4.1 The following security requirements apply and form part of the Contract.

1. The Contractor/Offeror must, at all times during the performance of the Contract/Standing Offer, hold a valid Facility Security Clearance at the level of **SECRET**, with approved Document safeguarding at the level of **SECRET**, issued by the Contract Security Program (CSP) of the Industrial Security Sector (ISS), Public Works and Government Services (PWGSC).
2. The Contractor/Offeror personnel requiring access to sensitive work site(s) **must be citizens of Canada** and must EACH hold a valid **RELIABILITY STATUS**, granted or approved by the CSP/ISS/PWGSC.
3. The Contractor/Offeror personnel requiring access to **CLASSIFIED/PROTECTED** information, assets or sensitive work site(s) must EACH hold a valid personnel security screening at the level of **SECRET** granted or approved by the CSP/ISS/PWGSC.
4. Processing of **CLASSIFIED** information electronically at the Contractor/Offeror's site is NOT permitted under this Contract/Standing Offer.
5. Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of the CSP/ISS/PWGSC.
6. The Contractor/Offeror must comply with the provisions of the:
 - a) Security Requirements Check List and security guide, attached at Annex C;
 - b) *Industrial Security Manual* (Latest Edition).

7.4.2 Contractor's Site(s) or Premises Requiring Safeguarding Measures

7.4.2.1 The Contractor must diligently maintain up-to-date, the information related to the Contractor's and individual(s) site(s) or premises, where safeguarding measures are required in the performance of the Work, for the following address(es): *(to be completed at contract award)*

Street Number / Street Name, Unit / Suite / Apartment Number
City, Province, Territory / State
Postal Code / Zip Code
Country



7.4.2.2 The Company Security Officer (CSO) must ensure through the [Industrial Security Program \(ISP\)](#) that the Contractor and individual(s) hold a valid security clearance at the required level.

7.5 Term of Contract

7.5.1 Period of the Contract

The period of the Contract is from date of Contract to December 31, 2020 inclusive.

7.6 Comprehensive Land Claims Agreements (CLCAs)

The Contract is subject to the following Comprehensive Land Claims Agreement(s):

- Nunavut Land Claims Agreement

7.7 Authorities

7.7.1 Contracting Authority

The Contracting Authority for the Contract is:

France Bolduc
Procurement Specialist
Natural Resources Canada
1055, rue du P.E.P.S., C.P. 10380
Quebec, QC G1V 4C7
418 648-5043
france.bolduc@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.

7.7.2 Project Authority *(to be provided at contract award)*

The Project Authority for the Contract is:

Name:
Title:
Organization:
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 (*to be provided at contract award*)

Name:

Title:

Organization:

Address:

Telephone:

E-mail address

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 – Firm Price, Firm Unit Price(S) or Firm Lot Price(s)

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm price, as specified in Annex B for a cost of \$ _____ (*insert the amount at contract award*). Customs duties are included and Applicable Taxes are extra.

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

7.9.2 Method of Payment - Milestone Payments

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, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all work associated with the milestone and as applicable any deliverable required has been completed and accepted by Canada.

7.10 Invoicing Instructions

Invoices shall be submitted using **one of the following methods:**



<p><u>E-mail:</u></p> <p>nrcan.invoiceimaging-servicedimageriedesfactures.nrcan@canada.ca</p> <p>Note: Attach "PDF" file. No other formats will be accepted</p>
OR
<p><u>Fax:</u></p> <p>Local NCR region: 613-947-0987 Toll-free: 1-877-947-0987</p> <p>Note: Use highest quality settings available.</p>

Please do not submit invoices using more than one method as this will not expedite payment.

Invoices and all documents relating to a contract must be submitted on the Contractor's own form and shall bear the following reference numbers: Contract number: _____

Invoicing Instructions to suppliers: <http://www.nrcan.gc.ca/procurement/3485>

7.11 Certifications

7.11.1 Compliance

The continuous compliance with the certifications provided by the Contractor in its bid and the ongoing cooperation in providing additional information are conditions of the Contract. Certifications are subject to verification by Canada during the entire period of the Contract. If the Contractor does not comply with any certification, fails to provide the additional information, or if 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.

7.12 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____. (*Insert the name of the province or territory as specified by the Bidder in its bid, if applicable.*)

7.13 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 (2018-06-21), General Conditions – Professional Services - Medium Complexity;
- (c) Annex A, Statement of Work;



- (d) Annex B, Basis of Payment;
- (e) Annex C, Security Requirements Check List;
- (f) the Contractor's bid dated _____, (*insert date of bid*)

7.14 Foreign Nationals (Canadian Contractor **OR Foreign Contractor)**

SACC *Manual* clause [A2000C](#) (2006-06-16) Foreign Nationals (Canadian Contractor)

OR

SACC *Manual* clause [A2001C](#) (2006-06-16) Foreign Nationals (Foreign Contractor)

7.15 Insurance

The Contractor is responsible for deciding if insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any insurance acquired or maintained by the Contractor is at its own expense and for its own benefit and protection. It does not release the Contractor from or reduce its liability under the Contract.

7.16 Contract Administration

The parties understand that the Procurement Ombudsman appointed pursuant to Subsection 22.1(1) of the *Department of Public Works and Government Services Act* will review a complaint filed by [*the supplier or the contractor or the name of the entity awarded this contract*] respecting administration of this contract if the requirements of Subsection 22.2(1) of the *Department of Public Works and Government Services Act* and Sections 15 and 16 of the *Procurement Ombudsman Regulations* have been met, and the interpretation and application of the terms and conditions and the scope of the work of this contract are not in dispute. The Office of the Procurement Ombudsman may be contacted by telephone at 1-866-734-5169 or by e-mail at boa.opo@boa.opo.gc.ca.



ANNEX A - STATEMENT OF WORK

1. Title

Assessment (joint audit and evaluation) of the Polar Continental Shelf Project (PCSP)

2. Purpose

The purpose of this document is to articulate the Statement of Work for the Assessment (Joint Audit and Evaluation) of Natural Resources Canada's, Lands and Minerals Sector Polar Continental Shelf Program (PCSP). Budget 2019 directed Natural Resources Canada (NRCan) to conduct a third-party evaluation of the Polar Continental Shelf Program in 2020, with input from Canada's Chief Science Advisor. The Assessment will extend beyond the evaluation considering both the process and products/results, cost recovery, relevance and effectiveness. Within this context, NRCan will also evaluate its role as host organization, structure and capacity. The Assessment will replace a scheduled joint audit and evaluation during the 2021-22 fiscal year currently within NRCan's Integrated Audit and Evaluation Plan.

3. Scope

The Assessment will cover Natural Resources Canada's, Lands and Minerals Sector Polar Continental Shelf Program. It will cover the period from fiscal year 2014 to 2020, and will consider cost-recovery and determine the program's relevance and effectiveness. Scoping of the previous audit and evaluation in terms of results and progress made as a contribution toward the Program should be taken into account. Related issues will be addressed through the Assessment Sub-objectives and criteria identified in Table 2.

In parallel, the Chief Science Advisor will convene a panel of experts to provide advice on the relevance of the Polar Continental Shelf Program to Arctic science in Canada more broadly. The panel will examine priority areas for Arctic research the needs of Arctic researchers, and how these are met by the program and host organization. The findings of the expert panel and the Assessment may be mutually exchanged, as the results of each process may inform the other.

4. Background

The Polar Continental Shelf Program (PCSP) is a national service delivery agency responsible for providing logistical support to researchers from Canadian government agencies, northern communities, and independent and university groups conducting scientific activities in Canada's Arctic. Based on a defined scientific and operational review process, it also provides support, on a recoverable basis, to non-Canadian scientists. The PCSP's Ottawa logistics hub and warehouse for equipment is open year-round. The PCSP provides logistics and infrastructure support for the Department of National Defence's Arctic Training Centre in Resolute, Nunavut. Additionally, PCSP collaborates through partnership with Polar Knowledge Canada (POLAR) operating from the Canadian High Arctic Research Station in Cambridge Bay, Nunavut. The logistics network extends from the Canadian borders with Alaska and Greenland to the geographical North Pole, and to the southern reaches of Hudson Bay.

Annually, the PSCP provides services to as many as 1,100 scientists who conduct on average 140 projects across the Arctic and provide field equipment to up to 120 federal activities across Canada (for example,



support for weather station maintenance, support for maintenance of communications equipment and networks). Main services provided by this Program to these scientists, include:

- Charter air transportation to and from remote field camps;
- Accommodations, meals, and laboratory space at the PCSP's Resolute facility;
- Loaning field equipment;
- Fuel for camps, equipment, vehicles and aircraft; and
- Communications networks that link the PCSP with the science teams located in field camps dispersed throughout the North.

This support facilitates the work of scientists in the Canadian Arctic, which produces information related to:

- defining areas of biological, chemical and physical interest;
- renewable and non-renewable resource management;
- understanding the impact of climate change on the biological, physical and human environment in the Canadian Arctic;
- generating geological maps, surveying and mapping the Arctic;
- supporting Canada's sovereignty of its Arctic region; and
- compiling Inuit traditional knowledge and archaeological data.

The Assessment will also focus on whether the PCSP is positioned to effectively support the current and emerging scientific needs of Canada's North. This will include whether the PCSP coordinates effectively and efficiently with other sources of support for science in Canada, and could be informed by the work of the expert panel to be led by the CSA. Lessons learned will be incorporated.

4.1 Projects

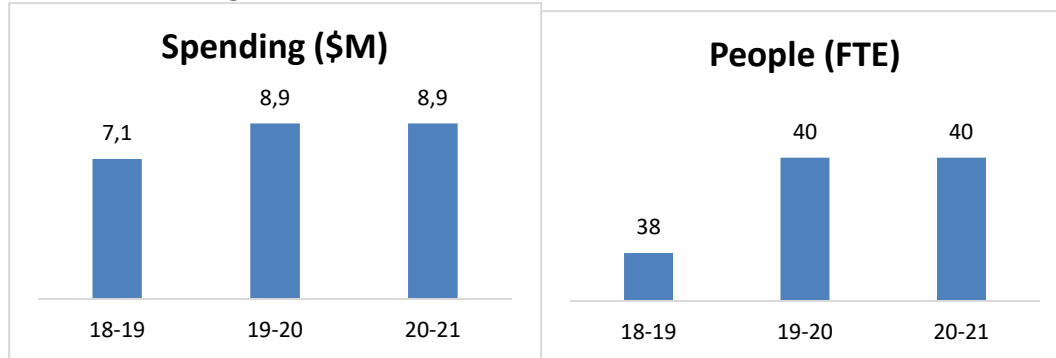
Projects are listed on NRCan's website, available at the link <https://www.nrcan.gc.ca/science-and-data/science-and-research/arctic-science/polar-continental-shelf-program/current-projects/10009>. Projects are listed by Primary Investigator, their institution, the project title, and the study location.

4.2 Resources

The annual A-Base budget for the PCSP is approximately \$7 million. As well, there is approximately an additional \$12 million annually in recoverable expenses. The program has established multi-year funding partnerships with the Department of National Defence, Polar Knowledge Canada, ArcticNet Network Centre of Excellence, and the Geomapping for Energy and Minerals Program within NRCan – that contribute an additional \$4.5 million to the program.



Table 1: PCSP Budget Information, 2018-19 to 2020-21



Source: NRCan Performance Information Profile Polar Continental Shelf

4.3 Key Stakeholders and Target Groups

Examples of the direct stakeholder groups in PCSP are listed below.

- Researchers from Natural Resources Canada and other federal departments and agencies (for example: Department of National Defence, Environment and Climate Change Canada, Parks Canada, Fisheries and Oceans Canada, Defence Research and Development Canada)
- Other levels of government including provincial, territorial and indigenous governments (for example: Government of Nunavut, Northwest Territories Geological Survey, Hamlet of Arctic Bay, Vuntut Gwitchin Government)
- Universities and Academia (for example: Acadia University, University of Alberta, University of Colorado Boulder, Université Laval, University of Manitoba, McGill University, Université du Québec à Trois-Rivières, University of Western Ontario, Wilfrid Laurier University,

Any group or individual benefiting from the science facilitated by the PCSP could be considered as an indirect beneficiary. The Assessment (Joint Audit and Evaluation) should also seek to capture impacts and outcomes related to the facilitation of science through indirect beneficiaries.

4.4 Program Risk Assessment

Given the importance of the Arctic in the Government of Canada's plans and priorities, this Program is of significant importance to the Government of Canada. As such, inherent reputational risks exist, in addition to other management risks normally associated with the delivery of a departmental program serving the needs of stakeholders.

4.5 Program Logic Model

The program logic model will be used to assess program performance - effectiveness. It is below in Figure A.



5. Assessment Considerations

5.1 Assessment Objectives

Conduct of this engagement will assess the relevance and performance, and adequacy of the management control framework for the effective and efficient use of resources for the Polar Continental Shelf Program. As such, this Assessment will address the requirements of the Treasury Board Secretariat's *Policy on Results (2016)* and the *Policy on Internal Audit*.

Objectives

Specifically, the engagement will assess:

- The extent to which the Polar Continental Shelf Program is relevant to the Government of Canada, NRCan, and Program Stakeholders.
- Extent to which the Program has kept pace with advances in Arctic research
- The extent to which the PCSP has achieved its expected outcomes, and if there are any unexpected outcomes.
- The extent to which the PCSP's design, delivery, and performance are adequate for the effective and efficient use of resources. This includes the following areas:
 - PCSP business model;
 - PCSP management control frameworks (governance, risk management, and key internal controls);
 - Resource planning;
 - PCSP management and strategy for logistics support.

In addition, the engagement should seek to:

- Identify lessons learned and examples of best practices for delivering a polar logistics program;
- Consider changes made as recommended in the last program audit, evaluation or reviews and assessments;
- Recommendations for consideration in the next generation of programming; and;
- Document examples of the impact of PCSP-facilitated research on arctic and northern science where possible.

5.2 Assessment Project Considerations

The contractor should address how the Assessment Plan will be developed reflecting the following contextual factors and Gender-Based Analysis Plus (GBA+) considerations.

5.2.1 Contextual Factors

- Travel, energy, food, and living costs are extremely high in Canada's North compared to less remote locations. In this context, it would be useful to examine if the PCSP's cost recovery model strikes the right balance between facilitating arctic science and ensuring a user-pay orientation that is appropriate for the various stakeholders, for NRCan, and for the federal government.



- Environmental, economic and geopolitical factors are combining to place additional stress on Canada's North, producing unprecedented changes, including the impacts of climate change. The Assessment provides an opportunity to put these factors into context.
- There may be ways in which the PCSP could increase its relevance to Indigenous people, communities, and northern residents.
- GBA+ considerations may have changed since the previous evaluation or audit. There may be ways for the program to align to the needs of specific stakeholder groups and the individuals within these groups.
- The PCSP has made changes in response to recommendations of the last audit and the last evaluation, to performance and process tracking and performance measurement data. It would be useful for the Assessment to examine this area.

5.2.2 Gender-Based Analysis Plus (GBA+)

The contractor is encouraged to consider how the methods proposed may serve to provide insights into PCSP's contributions to GBA+ federal priorities. A Gender-Based Analysis Plus Assessment was conducted for the Polar Continental Shelf Program (PCSP). The GBA+ assessment found that the logistics coordination support provided by the PCSP program is equally available to men, women, minority groups, and Indigenous peoples.

Uptake of the program is lower among women than men. While a 2012 program evaluation identified that, on average, four female students were used per project (or 447 overall) since 2006, this is only slightly less than half of the overall number of students (946). In 2016, only 24% of principal investigators from university or federal government departments were women compared with 76% for men. This is likely due to fewer women than men working in Science, Technology, Engineering, and Math (STEM) fields. In 2011, 66% of non-STEM graduates were women and 34% men. For STEM graduates in 2011, 61% were male and 39% were women. Of Canadians working in STEM fields in 2014, 78% were men and 22% were women. Furthermore, women are underrepresented in STEM both within the federal government and in academia. Salaries of women working in STEM were 12% lower than those of men. While addressing gender disparities in STEM fields is beyond the scope of this proposal, NRCan undertakes initiatives on an ongoing basis to encourage and support women in STEM fields (e.g. NRCan undertakes outreach to women and girls in STEM through the Alliance 360 program). PCSP supports projects from Northern organisations, including First Nations and draws on Traditional Knowledge. However, the program does not collect data on indigenous status or visible minorities at the principal investigator or participant level. Uptake among these groups is lower than other client groups (i.e. universities and federal government).

Lower levels of educational achievement may be a factor in Indigenous participation in the program. According to Status of Women Canada, Northern and rural women are more likely to be living in poverty, have lower rates of graduation, and are more likely to experience housing insecurity, which is an important precursor to employment. While levels of direct participation as principal investigators of PCSP supported projects is low, indigenous Canadians are expected to benefit indirectly from this program through increased employment opportunities in science projects as participants, field assistants, cooks, camp managers, or wildlife monitors. They will also indirectly benefit from availability



of science knowledge to inform decision-making regarding environmental and land management decisions in the Arctic.

5.3 Assessment Criteria

Table 2 shows the suggested criteria for the Assessment.

Table 2: Suggested Assessment Criteria

Sub-Objectives	Criteria
<p>Sub-Objective #1: To determine the extent to which the Polar Continental Shelf Program is relevant to the Government of Canada, NRCan, and Program Stakeholders.</p>	<p>The PCSP is designed and delivered in a way to respond to the needs of target groups and advancements in Arctic science (private sector, internationally).</p>
	<p>The PCSP is designed and delivered in a way that aligns with federal priorities and NRCan strategic objectives. NRCan is the most suitable administrator of the program, or other entity (e.g. POLAR, etc.)</p>
<p>Sub-Objective #2 To determine the extent to which the PCSP has achieved its expected outcomes (as per the logic model in Appendix A), and identify any unexpected outcomes.</p>	<p>The PCSP has achieved its expected outcomes.</p>
	<p>Any unintended outcomes (positive or negative) which may have resulted from the PCSP have been identified.</p>
<p>Sub-Objective #3 To determine the extent to which the PCSP’s design, delivery, and performance are adequate for the effective and efficient use of resources. This includes the following areas: PCSP business model; PCSP management control frameworks (governance, risk management, and key internal controls); Resource planning; PCSP management and strategy for logistics support.</p>	<p>The PCSP, and its business model and practices are effective and efficient means of achieving outputs and outcomes related to northern logistics and Arctic science compared to other models within or outside of government.</p>
	<p>Effective and efficient processes, procedures, and controls are in place to manage equipment and resources, while providing an appropriate level of assurance for the health and safety of personnel and program participants.</p>
	<p>Costs incurred on behalf of third parties are recovered accurately and in a timely manner, in compliance with the relevant policy. This will include an assessment of which users could be paying.</p>
	<p>The potential implications of other business models, full cost-recovery, and changes to user fees have been examined, including expected positive and negative unintended outcomes.</p>
	<p>The PCSP is designed and delivered in a way that and minimizes duplication and overlap with other programs.</p>
	<p>PCSP’s resource planning and management strategy for logistics support positions it to support emerging scientific and logistics activities in Canada’s North, and PCSP has the ability and capacity to plan for changes in demand for services.</p>



6. Assessment General Approach

The primary audience for the Assessment is NRCan's Deputy Minister, Senior Management, the Departmental Audit Committee, and the NRCan Performance Measurement Evaluation and Experimentation Committee. Program managers are also an audience whose information needs should be considered, and opportunities to provide information useful at the operational level should be identified and included in the preliminary findings especially. The Assessment final report will be published on the NRCan website.

An Assessment Working Group (AWG), including the participation of the Office of the Chief Science Advisor, will be formed between the PCSP program management and the NRCan Audit and Evaluation Branch. The AWG will serve as the primary means of liaising with the program and acquiring source documents and feedback. The contractor will be expected to participate in-person as part of the Committee in Ottawa, Ontario as necessary (e.g., presenting the Preliminary Findings, identifying Assessment criteria).

The Assessment will use various lines of evidence to collect data and corroborate findings. A technical report on each line of evidence will be required. A preliminary findings presentation for the members of the AWG that synthesizes the joint analysis is required. A draft of the presentation will be provided to the Project Authority in advance of a face-to-face meeting with the Assessment Working Group and program management. The information will be presented by Assessment Sub-objective and Criteria.

Based on feedback received about the preliminary findings presentation, a draft Assessment report will be prepared, followed by an Assessment final report. All deliverables will follow the format provided by the Project Authority. Details on the contract deliverables and the manner in which the contract work will be carried out and administered are provided in the sections below.

7. Methodologies and Deliverables

7.1 Data collection Methods

Evidence will be collected using multiple methods. For each line of evidence, an associated technical report will be produced that presents the findings and the evidence by question or criteria. Separate reports are required for each methodology used in the Assessment. The purpose of the technical reports is to summarize the data, findings and conclusions for each line of evidence according to issue, question or criteria. The contractor will provide technical reports that align to the Assessment questions and issues and are in accordance with the requirements of the Project Authority. For the Assessment) of the PCSP, data collection will be phased and iterative.

In the first phase of data collection, the document review and literature review will be conducted. In the second phase, the findings from the document review and the literature review will be used to refine the interview guides and case study topics as well as other lines of evidence and criteria. In this way, the Assessment will be able to address specific issues arising from PCSP activities, as well as the findings from the document review.



For the second phase of data collection, the contractor will develop protocols for each line of evidence, conduct the data collection, and produce the technical reports. The protocols will be vetted with the Project Authority. The Assessment team will participate in interviews where possible. In addition, it will support access to information and facilitate feedback from the AWG with respect to case study topics, methods and criteria, and associated data sources. The Project Authority will approve the final protocols and technical reports. The bidder should propose an Assessment matrix showing which methods will be used to answer each Assessment Sub-objective and Criteria.

7.1.1 Document Review

A document review will provide an overall understanding of the PCSP, including its mandate, operations, reported results, and efficiency. The document review should provide details on outcome achievement, program descriptions (including expected needs and alignment with government priorities), and logic of the Program.

7.1.2 Literature Review

A targeted review of academic literature (focused on but not exclusive to Arctic science and funding, provision of logistics support in remote/Northern/polar regions) could provide context for the Program and review whether alternatives exist when considering the need, logic and program delivery methods. The literature review could also provide information related to conducting scientific research in the North and current and emerging scientific needs.

7.1.3 Database Review

A review of program databases would include an assessment of the type of performance information collected and used, as well as the analysis of the performance information. An analysis of information available from application forms could also be conducted. This information could provide insight into the Program's current and potential future needs.

7.1.4 Stakeholder and expert interviews

Five (5) to seven (7) strategic interviews should be conducted initially (including with Canada's Chief Science Advisor) to inform the methodology of the Assessment. Once the methodology is confirmed, 35-45 semi-structured stakeholder interviews will be conducted to provide in-depth qualitative information on activities and current practice and potential future practice to meet emerging needs in Canada's North, context, outcome achievement and alternatives. Stakeholders will include Canadian and international Arctic science experts in addition to program management and staff; program applicants including other government departments, Northern organisations, domestic and international researchers; and independent domestic and international researchers and organisations (including those who are not clients of PCSP). The stakeholders and expert interviews must include but not be limited to Polar Knowledge Canada, funding counsels, and the Chief Science Advisor to Canada.

7.1.5 Site visit Resolute Nunavut

A minimum of one (1) person and a maximum of two (2), for approximately five days on site in February 2020. Travel days will be in addition to the on-site time. A site visit will be undertaken in order to allow opportunities for observation research and experiential learning. The timing is coordinated with the



Arctic Logistics Hub's operating season and science research activities and defence/exercise of sovereignty activities that are coordinated by the PCSP. In-person travel is also expected to facilitate interviews and analysis of documents/file systems that may not be available remotely. Travel is to be the contractor's responsibility within the scope of the fixed-price contract (additional travel expenses will not be separately reimbursed).

7.1.6 Case Studies

Case studies of approximately five (5) to seven (7) projects supported by the PCSP are suggested to allow for an in-depth understanding of the scientific research occurring in Canada's North and an analysis of other possible sources of support. Five to seven case studies could also be conducted of similar programs across Canada (Centre des Etudes Nordique in Quebec, Polar Knowledge Canada, Canadian Network or Northern Research Operators) and polar science organisations from other countries (i.e., United Kingdom, United States, France, Greenland, Sweden, New Zealand) to identify good practices and potential opportunities for improvement. A case study illustrating unmet capacity may also be considered. Also, the case studies will explore the positioning of PCSP relative to science in the government of Canada and the capacity of international organizations to provide similar services to PCSP and its stakeholders.

7.1.7 Applicant survey

A survey of applicants (accepted and not accepted applicants) will be conducted to provide the opportunity to identify trends and consensus within and across stakeholder groupings, to contextualize interview information, and determine whether interviewees are reflective of the wider community or are outliers in their experience.

7.1.8 Cost benefit analysis

A cost benefit analysis will be conducted to assess the efficiency and cost effectiveness of the service delivery model and make recommendations regarding alternative operating model(s) as appropriate.

7.1.9 Analysis of PCSP management and strategy for logistics support, and management control frameworks

As part of the Assessment the bidder will conduct an examination of PCSP management and strategy for logistics support, and management control frameworks (governance, risk management, and key internal controls), to identify potential challenges or inefficiencies in the supply chain, determine what measures are needed for improving services, and to understand the need for increasing or decreasing resources or altering cost-recovery practices and compliance with the relevant policy.

7.1.10 Other methods or criteria to be proposed by the contractor

The bidder may propose additional methods or Assessment criteria appropriate to supplement the examples of methods above.



7.2 Preliminary Findings – Analysis and Presentation

Preliminary Findings provide an opportunity to present an initial analysis of the Assessment evidence to the Program management and to verify that all relevant data sources have been considered in the Assessment. The contractor will analyze the findings from all lines of evidence and prepare a preliminary findings presentation by Assessment question to be discussed in a working session with the AEB team. These findings will include lessons learned and best practices. The contractor will then revise the preliminary findings presentation by Assessment question for approval by the Project Authority and presentation to the AWG and the Program’s Director General (DG). The presentation, to be delivered in in-person in Ottawa, Ontario, will be in a PowerPoint format including supplementary material (as needed) in the Notes View. The Project Authority will provide an example of the specific format.

7.3 Draft Assessment Reports

Based on the preliminary findings and feedback from the AWG and program management, the contractor will prepare a minimum of two draft Assessment reports with a third and final draft to follow. The reports will comply with the 2016 *Policy on Results* and supporting Directive on Results for the Government of Canada, and with the *Policy on Internal Audit*. The Assessment report will be no more than 40 pages in length (not including appendices) and contain sections according to AEB’s defined Table of Contents. The text will be Calibri 11 font. The draft will be in the NRCan template provided by the Project Authority.

A minimum of two (2) drafts will be required. The contractor will develop an initial draft version of the Assessment report that will be circulated internally within the Audit and Evaluation Branch for review and comment. AEB feedback will then be integrated by the contractor. Once approved by the Project Authority, the draft report will be circulated to the AWG for its feedback. AEB will facilitate the return of the feedback to the contractor. The contractor will integrate the feedback to produce a final draft Assessment report.

7.4 Final Draft Assessment Report

The contractor will prepare a final draft Assessment report that is fully formatted to the NRCan template provided by the Project Authority. The contractor will also provide Excel spreadsheets with calculations of all figures and tables used in the report (unless drawn from an external peer reviewed and published source) as well as editable versions of figures, diagrams, and graphics to facilitate translation and equity access requirements.

7.5 Summary of Tasks / Deliverables

The contract will have the following major tasks and deliverables.

Table 1: Summary of Tasks and Deliverables

Task/Deliverable	Description
Project launch meeting	On contract award, a project launch meeting will be scheduled with the Assessment team, the Program, and the Contractor.



Task/Deliverable	Description
Methodology Workshop	The Contractor will participate in-person in a half-day Methodology Workshop in Ottawa, Ontario, where AEB, the Program and the Contractor will discuss the range of methods and criteria proposed for the conduct of the Assessment.
Protocols for lines of evidence	Protocols will be developed for the conduct of the lines of evidence including interviews, and other methods that define the approach and integrate the advice of the Program and Project Authority. To the extent possible, the protocols will include: Description of the approaches/methods to be used to conduct data collection; Schedule of tasks; Data collection instruments and/or examples of the types of questions to be asked.
Lines of evidence technical reports	As data collection is completed, a technical report aligning findings from each line of evidence to the Assessment questions will be prepared.
Preliminary findings PowerPoint presentation document	The Contractor will prepare a preliminary findings presentation (i.e., PowerPoint) according to the Assessment questions and based on the analysis from the working session.
Preliminary findings presentation	There will be an in-person presentation of preliminary findings to the AWG in Ottawa, Ontario, for discussion and feedback and will inform the draft Assessment report.



Task/Deliverable	Description
Draft Assessment reports one and two	<p>Building on feedback from the preliminary findings presentation and discussion with the AWG, the Contractor will prepare a draft Assessment report, including conclusions and recommendations.</p> <p>A minimum of two draft reports will be required: (1) for initial review and comment by NRCan’s Audit and Evaluation Branch (AEB) (peer reviewed); and (2) for review and comment by the AWG. The number of draft reports is subject to acceptance by the Project Authority.</p> <p>The Contractor will be expected to incorporate/address feedback from AEB into all drafts of the report.</p>
Final draft Assessment report	The Contractor will prepare a final draft Assessment report, incorporating feedback from AEB and the AWG.

7.6 Biweekly Progress Reports

In addition to these major deliverables, biweekly progress reports (electronic) will be submitted to the Project Authority briefly outlining progress, short-term tasks, challenges, and strategies for addressing these challenges. Upon completion of the Assessment, all information requested will be submitted to NRCan’s Audit and Evaluation Branch.

8. Timeline and Payment Schedule

The timeline is based on a contract award date.

Table 2: Schedule

Deliverables / Milestones	Target Completion Dates	Payment (Percentage of total contract amount excl. HST)
Project Launch meeting	11 December 2019	-
Assessment Methodology Report and Conduct Plan	10 January 2019	20%
Assessment Terms of Reference Delivered to Program/ Methodology Workshop	16 January 2020	10%
Data Collection/Field Work	December 2019 to March 2020	-
Technical Reports Package 1 *	March 2020	20%
Technical Reports Finalized Package 2 *	April, 2020	20%



Deliverables / Milestones	Target Completion Dates	Payment (Percentage of total contract amount excl. HST)
Preliminary Findings Presentation	May, 2020	10%
1 st Draft Assessment Report	May, 2020	-
2 nd Draft Assessment Report	May, 2020	10%
Final Draft Assessment Report	June, 2020	10%
Contract End	December 31, 2020	-

*The target completion date for the technical report for each line of evidence will be established by the Project Authority prior to the signing of the PCSP Assessment contract.

9. Administration and Project Management

9.1 Assessment Team

The Assessment will be conducted using contracted services. _____ (to be completed at contract award), will be the Project Authority and will oversee and direct the project. The Project Manager from the contracted firm will direct the contracted resources assigned to the project.

9.2 Assessment Working Group (AWG)

An AWG will be formed to support the Assessment that includes members from NRCan Program sectors, and the Audit and Evaluation Branch (AEB). The AWG will be the main forum for coordinating Program input during the course of the Assessment. It will function during the duration of the Assessment.

9.3 Standards of Performance

The Assessment must be conducted in accordance with Treasury Board Secretariat Evaluation guidelines¹ and the Internal Audit Policy² and related guidance. The bidder needs to have proper quality assurance processes to meet standards.

The contractor principals and the Project Authority will ensure that appropriate supervision is provided over all aspects of the assignment to ensure that applicable standards are met.

9.4 Document Format

All reports and documentation are to be delivered to NRCan's Evaluation Division in electronic format (Microsoft Word 2016 unless otherwise specified). Reports/Documentation created using any software other than Word will not be accepted, unless specifically requested or permitted by the Project Authority. The body text will be in 11-point Calibri font. Further, written reports are to be prepared

¹ <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=31300>

² <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16484>



using English style formatting for punctuation. The Audit and Evaluation Branch's Evaluation Division will provide a style list and report templates that must be followed.

9.5 Resources

The contractor should determine and include in the bid the financial resources that are required to deliver an Assessment that is appropriately tailored to the PCSP.

9.6 Governance

A Senior Evaluation Manager of the AEB Evaluation Division, _____ (to be *completed at contract award*), will oversee the Assessment.

9.7 Roles and Responsibilities

The Project Authority will work closely with the contractor to ensure that:

- the assignment is properly organized and carried out in accordance with government standards and contracting requirements;
- coordination of communication is carried out between the contractor and program staff;
- ensuring the contractor obtains access to program documentation including performance measurement reports and program participant and stakeholder lists;
- ensuring all expected outputs and working papers are reviewed and approved at the appropriate times;
- ensuring that valid claims for reimbursement under this contract are honoured within the terms of this Statement of Work;
- approving the deliverables and work plan;
- reviewing bi-weekly progress reports;
- providing timely feedback to the contractor on contract deliverables;
- providing direction as needed /requested by the contractor; and,

The Contractor, in addition to providing the expected deliverables, is responsible for:

- working collaboratively with the AEB team;
- ensuring that the assignment is adequately planned, organized and carried out by experienced, objective and competent personnel, and in accordance with TB Standards and AEB professional standards (Project Authority will advise);
- providing managerial control to ensure that the firm's and the professional standards of the Evaluation Division and Treasury Board Secretariat have been met in all respects (guidance to be provided by the Project Authority);
- developing a project work plan and approach (and implementing them);
- arranging all meetings including (scheduling of) interviews (as identified by the Project Authority), workshops, etc., and making travel arrangements necessary for the conduct of this assignment including presentations made to the Assessment (Joint Audit and Evaluation) Advisory Committee;
- taking and maintaining all interview notes in which the Contractor participates;
- integrating the feedback of the Project Authority;



- keeping the Project Authority informed of progress against the work plan(s) as well as any issues that arise during the contract through bi-weekly progress reports;
- revising and finalizing the draft report to reflect input from the Project Authority; and
- locating all necessary documentation to carry out the assignment.

9.8 Security Requirements

Secret security clearance is required for at least one of the senior resources on the contractor team, either the Project Manager or Senior Evaluator. All other resources will require Reliability level or higher.

9.9 Language of Work

At least one resource who conducts interviews and case study interviews (collection of data) must be able to communicate orally and in writing in English and French without any assistance and with minimal errors.

However, presentations and reports will be completed in English.

9.10 Travel

The contractor is responsible for all travel and living expenses related to the management of this project, including travel to Ottawa Ontario to attend a project initiation meeting, in-person interviews, the methodology workshop to the AWG and presentation of preliminary findings and final results to NRCan. The contractor is also responsible for travel to Resolute, Nunavut for the conduct of a site visit and observation research.

9.11 Location of Work, Work Site and Delivery Point

Work will primarily be conducted at the Contractor's place of business, with final deliverables due in Ottawa, Ontario. It will be the Contractor's responsibility to be available to attend the specified meetings in Ottawa, including the initial project launch, the methodology workshop, and presentation of preliminary findings. The Contractor will also be responsible for the conduct of work in Resolute, Nunavut related to the site visit and observation research method for the project, and for collection of PCSP interview, database or case study data that is not possible to collect remotely.

Work will be delivered to the Project Authority, located in Ottawa.



Figure A: PCSP Logic Model

Polar Continental Shelf Program Logic Model					
Core Responsibilities	Ultimate Outcomes	Intermediate Outcomes	Immediate Outcomes	Outputs	Activities
NRCan Core Responsibility: Natural Resource Science and Risk Mitigation	Canadian have information and knowledge about Canada and its Arctic	Research advances scientific knowledge of the Canadian landmass and contributes to the exercise of sovereignty, particularly in the Arctic	Scientists receive the safe and cost-effective field logistics support and related assistance they need to conduct research	Project arrangements for logistics support across Canada and in the Arctic	Coordinating and delivering field logistics support* across the Canadian landmass, with a focus on the Arctic
<p>*Field logistics support provided by PCSP includes:</p> <ul style="list-style-type: none"> • Inventory of field equipment and field vehicles for use across Canada; • Charter air transportation to and from remote field camps across the Canadian Arctic; • Fuel for aircraft, equipment and camps across the Canadian Arctic; • Meals, accommodations and working space (including multi-purpose laboratory facility) at the PCSP facility in Resolute. 					



ANNEX B - BASIS OF PAYMENT

(amount to be completed at contract award)

Milestone #	Description of Milestone	Milestone Firm Price (applicable taxes excluded)
1	Assessment Methodology Report and Conduct Plan	(20%)
2	Assessment Terms of Reference Delivered to Program/ Methodology Workshop	(10%)
3	Technical Reports Package 1	(20%)
4	Technical Reports Finalized Package 2	(20%)
5	Preliminary Findings Presentation	(10%)
6	2 nd Draft Assessment Report	(10%)
7	Final Draft Assessment Report	(10%)



ANNEX C - SECURITY REQUIREMENTS CHECK LIST

19-271

lot ticket# 155182A



Contract Number / Numéro du contrat 155182A
Security Classification / Classification de sécurité

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

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

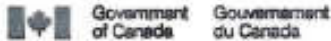
TBS/SCT 360-103/Q00412

Security Classification / Classification de sécurité





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Contract Number / Numéro du contrat 155182 A
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PART 8 / DOCUMENTS / PARTIE 8 / DOCUMENTS

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?
If Yes, indicate the level of sensitivity.
Dans l'affirmative, indiquer le niveau de sensibilité: No Yes
 Non Oui

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

Short Title(s) of material / Titre(s) abrégé(s) du matériel:
Document Number / Numéro du document:

PART 9 / PERSONNEL / PARTIE 9 / PERSONNEL

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

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

Special comments:
Commentaires spéciaux: _____

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

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?
If Yes, will unscreened personnel be screened?
Dans l'affirmative, le personnel en question sera-t-il éconé?
 No Yes
 Non Oui

PART 10 / SITES / PARTIE 10 / SITES

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

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

PRODUCTION

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

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

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

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



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Contract Number / Numéro du contrat 155152 A
Security Classification / Classification de sécurité

FRANÇAIS (continued) / PARBIEU (continued)

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉE			NATO				COMSEC						
	A	B	C	Confidential / Confidentiel	Secret	TOP SECRET / TRÈS SECRET	NATO Restricted / NATO CONFIDENTIAL	NATO Confidential / NATO CONFIDENTIAL	NATO SECRET	SECRET / TOP SECRET / COMSEC / TRÈS SECRET	Restricted / Protégé			Confidential / Confidentiel	Secret	TOP SECRET / TRÈS SECRET	
Information / ASAS / renseignements / Data / Données						✓											
IT / Media / Support / IT / Log / Log																	
User / Personnel																	

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

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

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

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



Multiple Levels of Personnel Screening: Security Classification Guide			
Level of Personnel Clearance (e.g. Reliability, Secret)	Position / Description / Task	Access to sites and/or information. Levels of Information to be accessed	Citizenship Restriction (if any)
Reliability	All personnel. Performance of Audit and Evaluation team duties including reviewing Polar Continental Shelf (PCSP) documents and financial information.	Unclassified or Protected A,B general administration and services (audit and evaluation).	Canada
Secret	At least one member of personnel. Audit and evaluation team member (usually the team leader).	At least one member of personnel must be able to access any information that is labelled secret, potentially including the Treasury Board Submission for the Program, in order to review and summarize the information.	Canada



APPENDIX 1 - EVALUATION CRITERIA

Bidders are advised to address these criteria in the following order and in sufficient depth in their proposals to enable a thorough assessment. NRCan’s assessment will be based solely on the information contained within the proposal. NRCan may confirm information or seek clarification from bidders.

Bidders are advised that only listing experience without providing any supporting data to describe responsibilities, duties and relevance to the criteria 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 criteria 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 time frame overlaps that of another referenced project will only be counted once. For example: project one time frame is July 2001 to December 2001; project two time frame is October 2001 to January 2002; the total months of experience for these two project references is seven (7) months.

1. TECHNICAL CRITERIA

1.1 MANDATORY EVALUATION CRITERIA

The Mandatory Criteria listed below will be evaluated on a simple pass/fail basis. Proposals which fail to meet the mandatory criteria will be deemed non-responsive.

Criterion ID	Mandatory Criteria	Reference to Bidder’s Proposal	Compliant (Yes/No)
M1	The Bidder MUST demonstrate three (3) years of experience within the last five (5) years in providing Evaluation and Audit Services.		
M2	The Bidder MUST propose at least one (1) resource, either the Project Manager or Senior Evaluator, who has a Secret clearance at time of bid closing. All other team members MUST have a Reliability clearance at time of bid closing. <i>It is suggested that the Bidder make as soon as possible a request to Canadian Industrial Security Directorate (CISD) for duplication of resource clearances if not held by the Bidder to be valid no later than the closing date.</i>		



Criterion ID	Mandatory Criteria	Reference to Bidder's Proposal	Compliant (Yes/No)
M3	The proposal must be clear and present topics in the order of the evaluation criteria, using 8½" x 11" page format and be typed using at least a 10-point Arial font and does not exceed 25 pages. Side margins are not to be less than 1.5 centimeters and top and bottom margins are not to be less than 2.5 centimeters. No information related to the proposal is to be contained in headers or footers, other than (if desired) the name of the firm, the date of production of the proposal, page numbers, or the process number.		
M4	The bidder MUST propose at least one (1) resource experienced in the audit of northern programming in a government science-based department or agency (SBDA).		
M5	The bidder MUST propose at least one (1) resource experienced in the evaluation of northern programming in a government science-based department or agency (SBDA).		

1.2 EVALUATION OF RATED CRITERIA

The criteria contained herein will be used by NRCan to evaluate each proposal that has met all of the mandatory criteria.

Proposals must achieve the stated minimum points required overall for the rated criteria to be assessed as responsive under the point rated technical criteria section; proposals not meeting the minimum required points will be deemed non-responsive.

Proposals will be evaluated based on the following criteria:

Item	Rated Requirements	Points Breakdown	Max Points	Demonstrated Compliance, cross reference to Resume. - Reference to Bidder's Proposal
R1	Methodology and Approach: The Bidder has provided a strong methodology that is in accordance with the scope of the work described in the Statement of Work, and that will provide for an Assessment (joint audit and evaluation) that is based on credible and reliable information.	20 points – appropriateness of the methodology and approach 10 points – clarity of critical analysis 10 points – identification of valid challenges / shortcomings and how these will	40	



Item	Rated Requirements	Points Breakdown	Max Points	Demonstrated Compliance, cross reference to Resume. - Reference to Bidder's Proposal
	<p>The Bidder has provided a critical analysis of the methodology suggested in the approach.</p> <p>The Bidder has clearly identified any challenges and possible shortcomings and how he proposes to address these.</p>	<p>be addressed</p> <p>→ Points will be given according to the evaluation grid below</p>		
<p>R2</p>	<p>Work Plan:</p> <p>The Bidder has demonstrated a proposed work plan with a clear, logical and feasible approach for punctual completion of the Assessment and has included the following:</p> <ul style="list-style-type: none"> • Breakdown of tasks by resource; • Level of effort for each proposed resource*; • Clear description of deliverables; • Schedule of deliverables and milestones; and • Reporting and debriefing arrangements** <p>* the Bidder has provided a table listing the level of effort of each proposed resource (in person-days) by proposed task(s).</p> <p>** the Bidder has included a description of their proposed project management plan for ensuring the project progresses on schedule and efficiently with respect to his management controls, as well as their plan for reporting progress to the Project Authority.</p>	<p>15 points – clarity and level of detail in proposed work plan</p> <p>15 points – adequacy of level of effort to complete the project</p> <p>15 points – appropriateness of the mix of senior and junior resource levels across proposed tasks</p> <p>5 points – clarity and utility of proposed project management approach</p> <p>→ Points will be given according to the evaluation grid below</p>	<p>50</p>	
<p>R3</p>	<p>Quality Assurance:</p> <p>The Bidder has described the quality assurance process to be used for the</p>	<p>5 points – clarify of description / evidence of a quality assurance process</p>	<p>10</p>	



Item	Rated Requirements	Points Breakdown	Max Points	Demonstrated Compliance, cross reference to Resume. - Reference to Bidder's Proposal
	project, including oversight, the review of deliverables and back up resources, to ensure the project conforms with the Treasury Board Policy on Internal Audit, Policy on Results and associated directives and standards.	<p>5 points – clarify of description / evidence to comply with requirements of the Statement of Work</p> <p>→ Points will be given according to the evaluation grid below</p>		
Total Points Available			100	
Total Points Needed to be Considered Compliant (70%)			70	

The evaluation grid described below will be used to evaluate the bidders' proposals based on each rated criterion.

EVALUATION GRID	
Excellent (100%)	The rated criteria are addressed in detail and the information provided shows that the bidder fully and thoroughly understands all elements of the rated criteria.
Very good (80%)	The information provided clearly shows the bidder fully understands all elements of the rated criteria.
Good (60%)	The information provided clearly shows the bidder fully understands certain but not all elements of the rated criteria.
Unsatisfactory (40%)	The information provided shows a limited understanding of the specified criteria, without showing that the bidder fully understands all elements of the rated criteria. The bidder shows basic communication skills. The project results presented are poor and non-significant.
Poor (20%)	The information provided shows that the bidder has a basic understanding of the specified criteria.
Unacceptable (0%)	The information provided does not meet the criteria.



APPENDIX 2 – FINANCIAL PROPOSAL FORM

1. FIRM PRICE - Milestone Payments

Bidder tendered all-inclusive firm price to perform the work is in Canadian funds, applicable taxes excluded. Any Travel and Living Expenses and other miscellaneous expenses must be included in the firm price.

Bidders submitting a proposal containing statements implying that their proposal is conditional on modification of clauses or containing terms and conditions that purport to supersede our clauses or derogate from them will be considered non-responsive.

DESCRIPTION	FIRM PRICE (applicable taxes excluded)
Professional Services - Assessment of the Polar Continental Shelf Project. Total Firm Price for Financial Proposal Evaluation:	\$ _____