

**REQUEST FOR PROPOSALS**  
**International Competitive Bidding (ICB)**

**Procurement of Consulting and Professional Services**

**DEPARTMENT OF FOREIGN AFFAIRS, TRADE AND  
DEVELOPMENT  
(DFATD)**



**CONTENTS**

Section 1. Instructions to Bidders (ITB) .....5  
    **DATA SHEET** .....23  
Section 2. Technical Proposal - Standard Forms .....26  
Section 3. Financial Proposal - Standard Forms .....39  
Section 4. Terms of Reference .....41  
Section 5. Evaluation Criteria .....83  
Section 6. Standard Form of Contract.....94  
    A. Contract.....98  
        I. General Conditions (GC) of Contract.....99  
        II. Special Conditions (SC) of Contract .....124  
        III. Annexes.....129

## Summary Description

The Department of Foreign Affairs, Trade and Development (DFATD) has a requirement for the evaluation of projects from the call for proposals “technological platforms to strengthen public sector accountability and citizen engagement”. Additional information related to the requirement is detailed in section 4, Terms of Reference.

The services are expected to start in July 2020 for a period of 12 months.

### **Section 1: Instructions to Bidders**

This section provides relevant information to help Bidders prepare their Proposal. Information is also provided on the submission, opening, and evaluation of Proposals and on the award of Contracts.

#### **Data Sheet**

This section consists of provisions that are specific to each Request for Proposal (RFP) and that supplement the information or requirements included in Section 1, Instructions to Bidders.

### **Section 2: Technical Proposal - Standard Forms**

This section contains the checklist. It also contains the Technical Proposal Forms to be submitted as part of the Technical Proposal.

### **Section 3: Financial Proposal - Standard Forms**

This section contains the Financial Proposal Forms to be submitted as part of the Financial Proposal.

### **Section 4: Terms of Reference**

This section contains the description of the consulting and professional services required.

### **Section 5: Evaluation Criteria**

This section contains the description of the evaluation criteria and the evaluation grid.

### **Section 6: Standard Form of Contract**

#### **I. General Conditions**

This section contains the general clauses of the resulting Contract.

#### **II. Special Conditions**

This section contains clauses specific to the resulting Contract. The contents of this Section supplement the General Conditions.

## REQUEST FOR PROPOSALS

**RFP # SEL : 2020-7412621-1**

*For the provision of consulting and professional services  
in relation to*

*the evaluation of projects from the call for proposals*

*‘Technological Platforms to Strengthen Public Sector Accountability and Citizen  
Engagement’*

**Projects:**

1. Technological Bridges for Citizen Engagement – Equitas
2. Building a Technological Platform to Support Victim Services – JES
3. Power Up: Women Shaping their Future with Technology – Oxfam Canada
4. Sustainable Use of Technology for Public Sector Accountability in Nepal – CECI
5. Technologies for the artisanal sector – C2D Services
6. Technological platforms for the democratization and improvement of the health system – CHUM
7. Technology for Sustainable Water Resources Governance – Change for Children Association

## Section 1. Instructions to Bidders (ITB)

This section provides relevant information to help Bidders prepare their Proposal. Information is also provided on the submission, opening, and evaluation of the Proposals and on the award of the Contract.

### Mandatory Procedural Requirements

There are mandatory procedural requirements associated with this Request for Proposal (RFP). Any Proposal that fails to meet any mandatory procedural requirements will be rejected. Only requirements identified in the RFP, Instruction to Bidders (ITB) with the word “must” are considered mandatory procedural requirements. No other procedural requirements can be introduced/ modified/ removed through any other Sections of the RFP.

#### Definitions

- (a) **“Applicable Taxes”** means the Goods and Services Tax (GST), the Harmonized Sales Tax (HST), and any provincial tax, by law, payable by Canada such as, as of April 1, 2013, the Quebec sales Tax (QST).
- (b) **“Approved Financial Institution”** means:
  - (i) any corporation or institution that is a member of the Canadian Payments Association.;
  - (ii) a corporation that accepts deposits that are insured by the Canada Deposit Insurance Corporation or the Régie de l'assurance-dépôts du Québec to the maximum permitted by law;
  - (iii) a credit union as defined in paragraph 137 (6) b) of the Canadian *Income Tax Act*;
  - (iv) a corporation that accepts deposits from the public, if repayment of the deposits is guaranteed by a Canadian province or territory; or
  - (v) the Canada Post Corporation.
- (c) **“Bidder”** means the person or entity (or, in the case of a consortium or joint venture, the persons or entities) submitting a Proposal to perform the resulting Contract for Services. It does not include the parent, subsidiaries or other affiliates of the Bidder, its Sub-consultants or its Contractors.
- (d) **“Bidder’s Employee”** means an individual who is, on the date of submission of the Proposal, an employee of the Bidder, whether full-time or part-time.
- (e) **“Consultant”** means the person or entity or, in the case of a consortium or joint venture, the Members whose name(s) appears on the signature page of the Contract and who is responsible to provide the Services to DFATD under the Contract.
- (f) **“Contract”** means the written agreement between the Parties to the Contract, the General Conditions, any supplemental Special Conditions specified in the written agreement, Annexes and every other document specified or referred to in any of them as forming part of the Contract, all as amended by written agreement of the parties from time to time.
- (g) **“Contractor”** means an entity or entities, other than a Sub-consultant, which contracts with the Consultant to perform specific services that the Consultant is required to provide under the Contract. A Contractor cannot be an individual. The Contractor is not part of the Personnel.
- (h) **“Data Sheet”** means part of the ITB used to reflect specific conditions of the RFP.
- (i) **“Day”** means calendar day, unless otherwise specified.

- (j) **“DFATD”** means the Department of Foreign Affairs, Trade and Development.
- (k) **“Evaluation Team”** means a team established by DFATD to evaluate the Proposals.
- (l) **“Fees”** mean an all-inclusive firm rate which can be specifically identified and measured as having been incurred or to be incurred in the performance of the Contract.
- (m) **“GETS”** means Canada’s Government Electronic Tendering Services <https://buyandsell.gc.ca/>
- (n) **“Her Majesty”** or **“Government of Canada”** means Her Majesty the Queen in right of Canada.
- (o) **“Integrity Regime”** consists of:
- (i) The *Ineligibility and Suspension Policy* (the Policy);
  - (ii) Any directives issued further to the Policy; and
  - (iii) Any clauses used in instruments relating to contracts.
- (p) **“Licensed professional”** is an individual who is licensed by an authorized licensing body, which governs the profession of which the individual is a member, whether it be the practice of law, medicine, architecture, engineering, accounting, or other similar profession.
- (q) **“Local Support Staff”** means, unless otherwise specified in the Data Sheet, the following positions in the Recipient Country:
- (i) Driver;
  - (ii) Office cleaner;
  - (iii) Security guard;
  - (iv) Gardener.
- (r) **“Member”** means any of the entities that make up a consortium or joint venture; and **“Members”** means all these entities.
- (s) **“Member in charge”** is the Member authorized to act on behalf of all other Members as the point of contact for DFATD in regard to this RFP. Any communication between DFATD and the Member in charge is deemed to be communication between DFATD and all other Members.
- (t) **“National Joint Council Travel Directive and Special Travel Authorities”** mean the directives that govern travelling on Canadian government business. These directives can be found at <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php> and <http://www.tbs-sct.gc.ca/>
- (u) **“OECD/ DAC”** means Development Assistance Committee of the Organization for Economic Cooperation and Development.
- (v) **“Parties”** means the Bidder and DFATD.
- (w) **“Personnel”** means any employee and/or Sub-consultant of the Bidder (except Local Support Staff) assigned to perform professional, technical and/or administrative services under the Contract.
- (x) **“Place of Business”** means the establishment where the Bidder conducts activities on a permanent basis that is clearly identified by name and accessible during normal working hours.

- (y) **“Point of Contact”** means DFATD officer responsible for coordinating communication between Bidders and DFATD during the RFP.
- (z) **“Proposal”** means the technical and financial proposal submitted by a Bidder.
- (aa) **“Reasonable Cost”** means a cost that is, in nature and amount, not in excess of what would be incurred by an ordinary prudent person in the conduct of a business. In determining the reasonableness of a particular cost, consideration will be given to:
  - (i) whether the cost is of a type generally recognized as normal and necessary for the conduct of a similar business or the performance of the Contract;
  - (ii) the restraints and requirements by such factors as generally accepted sound business practices, arm's length bargaining, Canadian laws and regulations and the laws and regulations applicable in the Recipient Country, and the Contract terms;
  - (iii) the action that prudent business persons would take in the circumstances, considering their responsibilities to the owners of the business, their employees, customers, the government and the public at large;
  - (iv) significant deviations from the established practices of a similar business which may unjustifiably increase the Contract costs; and
  - (v) the specifications, delivery schedule and quality requirements of the Contract as they affect costs.
- (bb) **“Recipient Country”** means the developing country designated by DFATD as a project owner/ beneficiary as indicated in the Data Sheet.
- (cc) **“Reimbursable Expenses”** means the out-of-pocket expenses which can be specifically identified and measured as having been used or to be used in the performance of the Contract.
- (dd) **“RFP Closing Date”** means the date and time specified in the Data Sheet or any extension to this date by which a Bidder's Proposal must be submitted.
- (ee) **“Services”** mean everything that has to be delivered or performed by the Consultant to meet its obligations under the Contract, including everything specified in Section 4, Terms of Reference.
- (ff) **“Sub-consultant”** means a person or entity or entities contracted by the Consultant to perform specific services, through the use of individual resource(s), that the Consultant is required to provide under the Contract. The Sub-consultant is part of the Personnel.
- (gg) **“Terms of Reference”** mean the document included in the RFP as Section 4.
- (hh) **“Travel Status”** means travel approved in writing by DFATD directly related to the Services.

**1.  
Introduction**

- 1.1 The purpose of this RFP is to select a Consultant to provide the Services and enter into the resulting Contract.
- 1.2 Bidders are invited to submit a technical proposal and a financial proposal in response to this RFP.
- 1.3 Bidders who submit Proposals agree to be bound by the instructions, clauses and conditions of the RFP and accept the clauses and conditions of the resulting Contract, as is, in their entirety.
- 1.4 The successful Bidder will be required to provide all Services.

***Integrity Regime***

- 1.5 In this RFP, the following terms used in relation to the Integrity Regime must be read to include the following words as defined in the RFP:
- a) Supplier in the Integrity Regime is to include Bidder and Consultant as defined in the RFP;
  - b) Subcontractor in the Integrity Regime is to include Sub-consultant and Contractor as defined in the RFP;
  - c) Canada in the Integrity Regime is to include DFATD, Her Majesty and Government of Canada as defined in the RFP;
  - d) Bid solicitation in the Integrity Regime is to include Request for Proposal as defined in the RFP;
  - e) Bid in the Integrity Regime is to include Proposal as defined in the RFP.
- 1.5.1 The *Ineligibility and Suspension Policy* (the “Policy”) in effect on the date the Request for Proposal is issued, and all related directives in effect on that date, are incorporated by reference into, and form a binding part of the Request for Proposal. The Bidder must comply with the Policy and directives, which can be found at [Ineligibility and Suspension Policy](#).
- 1.5.2 Under the Policy, charges and convictions of certain offences against a Bidder, its Affiliates, as defined in the Policy, or first tier sub-consultants and contractors and other circumstances, will or may result in a determination by Public Works and Government Services Canada (PWGSC) that the Bidder is ineligible to enter, or is suspended from entering into a contract with Canada. The list of ineligible and suspended Bidders is contained in PWGSC’s Integrity Database, as defined in the Policy. The Policy describes how enquiries can be made regarding the ineligibility or suspension of Bidders.
- 1.5.3 In addition to all other information, required in the Request for Proposal, the Bidder must provide the following:
- a) By the time stated in the Policy, all information required by the Policy described under the heading “Information to be Provided when Bidding, Contracting or Entering into a Real Property Agreement”; and
  - b) With its Proposal, a complete list of all foreign criminal charges and convictions pertaining to itself, its affiliates, and its proposed first tier sub-consultants and contractors that, to the best of its knowledge and belief, may be similar to one of the listed offences in the Policy. The list of foreign criminal charges and convictions must be submitted using an Integrity Declaration Form, which can be found at [Integrity Declaration Form](#)
- 1.5.4 Subject to subsection 1.5.5 by submitting a Proposal in response to this Request for Proposal, the Bidder certifies that:
- a) It has read and understands the *Ineligibility and Suspension Policy*;



- b) It understands that certain domestic and foreign criminal charges and convictions, and other circumstances as described in the Policy, will or may result in a determination of ineligibility or suspension under the Policy;
  - c) It is aware that Canada, including PWGSC and DFATD, may request additional information, certifications and validations from the Bidder or a third party for purposes of making a determination of ineligibility or suspension;
  - d) It has provided with its Proposal a complete list of all foreign criminal charges and convictions pertaining to itself, its affiliates and its proposed first tier sub-consultants and contractors that, to the best of its knowledge and belief, may be similar to one of the listed offences in the Policy;
  - e) None of the domestic criminal offences, and other circumstances described in the Policy that will or may result in a determination of ineligibility or suspension, apply to it, its affiliates and its proposed first tier sub-consultants and contractors; and
  - f) It is not aware of a determination of ineligibility or suspension issued by PWGSC that applies to it.
- 1.5.5 Where a Bidder is unable to provide any of the certifications required by subsection 1.5.4, it must submit with its Proposal a completed Integrity Declaration Form, as further described in 7.9 (c), which can be found at [Integrity Declaration Form](#).
- 1.5.6 DFATD will declare non-responsive any Proposal in respect of which the information requested is incomplete or inaccurate, or in respect of which the information contained in a certification or declaration is found by DFATD to be false or misleading in any respect. If DFATD established after award of the Contract, inter alia, that the Bidder provided a false or misleading certification or declaration, DFATD may terminate the Contract for default. Pursuant to the Policy, DFATD may also determine the Bidder to be ineligible for award of a contract for providing a false or misleading certification or declaration.
- 2. Cost of Proposal preparation**
- 2.1 No payment will be made for costs incurred for the preparation and submission of a Proposal in response to this RFP. All costs associated with preparing and submitting a Proposal are the sole responsibility of the Bidder.
- 2.2 Any costs related to negotiation of the resulting Contract will not be reimbursed by DFATD and are the sole responsibility of the Bidder. The location of the contract negotiation is indicated in the Data Sheet.
- 3. Governing Law**
- 3.1 The RFP and any resulting Contract must be interpreted and governed, and the relations between the Parties determined by the laws in force in the province of Ontario, Canada. The Parties irrevocably and unconditionally attorn to the exclusive jurisdiction of the courts and tribunals of Canada.
- 3.2 A Bidder may, at its discretion, substitute the governing law of a Canadian province or territory of its choice without affecting the validity of its Proposal, by inserting the name of the Canadian province or territory of its choice in its Proposal (in TECH-3: Bidder's Organization). If no substitution is made, the Bidder acknowledges that the governing law specified in paragraph 3.1 is acceptable to the Bidder.
- 4. Bidders**
- 4.1 Where the Proposal is submitted by a consortium or joint venture, the Members of the consortium or joint venture together comprise the Bidder.

- 4.2 All members of a consortium or joint venture must sign the resulting Contract and will be jointly and severally liable and responsible for the fulfillment and execution of any and all of the obligations of the resulting Contract.
- 4.3 Bidders must be eligible to participate in this RFP process.
- 4.4 Subject to paragraph 4.5, a Bidder is eligible to participate in this RFP process if it, including each Member if a Proposal is submitted by a consortium or joint venture, has the legal capacity to contract. If the Bidder is a sole proprietorship, a partnership or a corporate body, the Bidder, including each Member, if a proposal is submitted by a consortium or joint venture, must provide, if requested by DFATD, a certified copy and translation of the original documentation, and any other requested supporting documentation, indicating the laws under which it is registered or incorporated together with the registered or corporate name and Place of Business. Any cost related to any such certification or translation is the sole responsibility of the Bidder. DFATD reserves the right to verify the certified copy of translation and to reject the Proposal in the event that the documents are found to be inaccurate or insufficient.
- 4.5 A Bidder, including each Member if a Proposal is submitted by a consortium or joint venture, is not eligible to participate in this RFP process if it is a government entity or a government-owned enterprise in the Recipient Country.
- One Bidder, One Proposal** 4.6 Multiple proposals from the same Bidder are not permitted in response to this RFP. A Bidder must submit only one proposal in response to this RFP. Individual Members of a consortium or joint venture are not permitted to participate in another bid, either by submitting a bid alone or by submitting a bid as a Member of another consortium or joint venture. If the Bidder submits a proposal individually or as a Member of a consortium or joint venture, it must not participate as a Sub-consultant in another proposal. A Bidder who submits more than one proposal will cause all the proposals that the Bidder submitted to be rejected. A Sub-consultant, however, may participate in more than one proposal, but only in that capacity.
- 5. Proposal Validity** 5.1 A Proposal must remain valid and open for acceptance for the period of time indicated in the Data Sheet.
- 5.2 DFATD may request Bidders to extend the validity period of their Proposal. Bidders who agree to DFATD's request for an extension should either confirm the availability of the Personnel listed in the Proposal or propose a replacement in accordance with paragraph 15.1.
- 6. Clarifications and Amendment of RFP Documents** 6.1 Bidders may request a clarification of any of the RFP elements no later than seven Days before the RFP Closing Date. Requests received after that date may not be answered.
- 6.2 Bidders are requested to send any request for clarifications and other communication regarding this RFP in writing, or by standard electronic means only to the Point of Contact named in the Data Sheet. Communication with other DFATD representatives may result in rejection of the Proposal.
- 6.3 If, in DFATD's opinion, a request for clarifications affects the RFP, request(s) received and replies to such request(s) will be provided simultaneously to all Bidders through a formal addendum to the RFP and will be published on GETS without revealing the source of the request.

- 6.4 A request for an extension of the RFP Closing Date will only be considered if it is received no later than nine Days before the RFP Closing Date, in writing, by the Point of Contact. The revised RFP Closing Date, if granted, will be published on GETS approximately five Days before the original RFP Closing Date.
- 7. Submission and Receipt of Proposals**
- 7.1 The Bidder must submit his proposal at the following email address: URP-BRU@international.gc.ca
- The Bid Receiving Unit (BRU) email address is for the sole purpose of bid submission. No other communications are to be forwarded to this address
- 7.2 Bidder is requested to submit their proposals electronically at the email address indicated under 7.1. Technical and Financial proposals must be sent in separate attachments.
- 7.3 Proposals must be received by DFATD no later than the RFP Closing Date.
- 7.4 Bidders are solely responsible for the timely receipt of their proposals by DFATD. DFATD will not assume any responsibility for Proposals sent to another e-mail address other than the one stipulated in 7.1.
- Late Proposals**
- 7.5 Proposals received by DFATD after the closing date and time will not be evaluated and will be rejected. DFATD will not be liable for bids transmitted by electronic mail and received after the date and closing time, even if the bid was transmitted before the closing date and time.
- 7.6 DFATD requests that the Bidder's name, RFP reference number (SEL number), project title and the RFP Closing Date are clearly visible in the subject line of the email.
- 7.7 Bidders are requested to present their Proposal on 8.5" X 11" or A4 paper. DFATD requests that a font size of at least equivalent to Arial 10 or Times New Roman 11 be used in Proposals.
- 7.8 The requirements with respect to the submission of Proposals are as follows:
- a) Technical proposal:
- Bidders are requested to send a separate attachment of the technical proposal clearly marked "TECHNICAL PROPOSAL", followed by the RFP reference number, project title and the RFP Closing Date.
- b) Financial proposal:
- Bidders are requested to send a separate attachment of the financial proposal clearly marked "Financial Proposal", followed by the RFP reference number, project title and the RFP Closing Date.
- c) Integrity Declaration Form (if applicable):
- If a Bidder is required by the Integrity Regime to complete an Integrity Declaration Form (the Form), as described in paragraph 1.5, the Bidder must send the completed Form(s) in a separate attachment clearly marked "INTEGRITY DECLARATION FORM", followed by the RFP reference number, project title and the RFP Closing Date. The complete Form(s) must be submitted to DFATD with the Bidder's electronic proposal. Upon receipt, DFATD will submit the envelope to PWGSC..

- 7.9 DFATD encourages the use of recycled paper and two-sided printing. This will contribute to DFATD's environmental initiatives and reduce waste.
- 7.10 With the exception of paragraph 7.12, all Proposals received on or before the RFP Closing Date will become the property of DFATD and will not be returned. All Proposals will be treated in accordance with the provisions of the *Access to Information Act*, the *Privacy Act* and the General Records Disposal Schedule of the Government of Canada.
- Withdrawal, Substitution, and Modification of Proposal***
- 7.11 Prior to the RFP Closing Date, a Bidder may withdraw, substitute, or modify its Proposal after it has been submitted to DFATD, by sending DFATD a written notice, duly signed by an authorized representative. If the Bidder is substituting or modifying its Proposal, the substituted or modified Proposal must be submitted with the written notice. The written notice, together with the modified or substituted Proposal, if applicable, must be:
- (a) submitted in accordance with paragraph 7.1-7.8 (except that withdrawal notices do not require copies). In addition, Bidders are requested to clearly mark respective envelopes "WITHDRAWAL," "SUBSTITUTION," or "MODIFICATION;" and
  - (b) received by DFATD prior to the RFP Closing Date.
- 7.12 A Proposal that is requested to be withdrawn in accordance with paragraph 7.11 will be unopened.
- 8. Preparation of Proposal**
- 8.1 In preparing their Proposal, Bidders are requested to examine in detail the documents comprising this RFP and prepare a Proposal addressing all requirements of this RFP and related addendum(s), if any.
- 8.2 If additional documentation is available from DFATD to assist Bidders in preparing their proposal, the name of the document(s), and how to obtain them, will be specified in the Data Sheet.
- 8.3 Proposals, as well as all related correspondence exchanged by the Bidders and DFATD, will be written in one of the official languages of Canada.
- Language***
- 9. Technical Proposal**
- Mandatory Forms to Be Provided***
- 9.1 A signed TECH-1: Acceptance of Terms and Conditions must be submitted with a Bidder's Proposal. If a Bidder is a consortium or a joint venture, the Bidder's Proposal must include a signed TECH-1 from each Member. Bidders are requested to print TECH-1, fill it in manually, sign and attach it as page 1 of their Proposal. If TECH-1 is not submitted with a Proposal or is not signed, the Proposal will be rejected. If TECH-1 is improperly completed, DFATD will request corrections from the Bidder within the timeframe specified in the notification. If the updated TECH-1 is not submitted within the specified timeframe, the Proposal will be rejected. In this paragraph, "improperly completed" means:
- (a) There are one or more fields that are not completed; or
  - (b) The content of TECH-1 is amended in any way.
- Certifications Required with the Proposal***
- 9.2 Bidders are requested to submit completed TECH-2: Certifications, and TECH-3: Bidder's Organization, including a TECH-2 and TECH-3 from each Member of a consortium or joint venture submitting a Proposal, in their Proposal. If TECH-2 and/ or TECH-3 is not submitted with a Proposal and/ or is improperly completed, DFATD will request corrections and/ or completion from the Bidder. Bidders, including each Member of a consortium or joint venture submitting a Proposal, must submit the updated TECH-2 and/ or TECH-3 within the timeframe specified in the notification. If the updated TECH-2 and/ or

TECH-3 is not submitted within the specified timeframe, the Proposal will be rejected. In this paragraph, “improperly completed” means:

- (a) There are one or more fields that are not completed; or
- (b) The content of TECH-2 is amended in any way.

9.3 Bidders, including each Member of a consortium or joint venture submitting a Proposal, must comply with the certifications in TECH-2 from the date of Proposal submission. Bidders have an obligation to disclose any situation of non-compliance with the certifications in TECH-2.

9.4 If any certification made by a Bidder is untrue, whether made knowingly or unknowingly, or if a Bidder failed to disclose any situation of non-compliance with the certifications in TECH-2, the Proposal will be rejected. DFATD may permit the Bidder to make representations prior to taking a final decision to reject the Proposal on these grounds. Such representation must be made within ten (10) Days of DFATD informing the Bidder that it is considering such rejection.

9.5 In addition to TECH-1, TECH-2 and TECH-3, Bidders are requested to submit the Standard Forms (Section 2 of this RFP) as part of their technical proposals:

- (i) TECH-4: Bidder’s Experience;
- (ii) TECH-5: Methodology;
- (iii) TECH-6: Personnel.

***Other Forms to Be Provided***

9.6 In order to facilitate the evaluation, Bidders are requested to submit their technical proposals using the headings and numbering system detailed in Section 5, Evaluation Criteria. If specified in the Data Sheet, to avoid duplication, Bidders may use cross-referencing by referring to specific paragraph and page numbers in different sections of their Proposal where the subject topic has already been addressed.

***Content presentation***

9.7 Where specified in the respective TECH forms and/or in Section 5, Evaluation Criteria, Bidders are requested to respect page limits assigned to responses to any or all RFP requirements. Evaluators will not consider or evaluate information contained in pages exceeding the specified limit.

9.8 As specified in the Data Sheet, Bidders are requested to:

- (a) provide a number of person-days that is equal to or higher than DFATD’s minimum level of effort by individual Personnel position;
- (b) provide a number of person-days that takes into account the number of person-days for executing the project as estimated by DFATD; or
- (c) respect the fixed level of effort set by DFATD.

9.9 Unless otherwise expressed in the Data Sheet, alternative Personnel may not be proposed, and only one curriculum vitae can be submitted for each position. DFATD will not consider any proposed alternative Personnel in the Proposal evaluation.

**10. Financial Proposals**

10.1 All information related to Fees and Reimbursable Expenses must appear only in the financial proposal. The financial proposal must be prepared using form FIN-1. If a Bidder does not submit FIN-1 with its proposal or does not comply with the provisions of paragraph 10.5, Pricing Basis, the Proposal will be rejected.

**Reimbursable Expenses**

- 10.2 The financial proposal must list all costs associated with the provision of the Services, including Fees for Personnel, and Reimbursable Expenses.
- 10.3 Personnel categories to be used:
- (a) Personnel assigned to the project in Bidder's country; or
  - (b) Personnel assigned to the project in Personnel's country.
- 10.4 DFATD recognizes the following categories of Reimbursable Expenses:
- (a) Travel and Living Expenses: The cost of travel while on Travel Status and the cost of other transportation, will be reimbursed, but must not exceed the limits in the National Joint Council Travel Directive (the "Directive") and the Special Travel Authorities Directive (the "Special Directive"), which take precedence over the Directive. The Directive and the Special Directive serve as a ceiling for unit prices of certain Reimbursable Expenses and are available respectively on the National Joint Council Internet site at <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php> and <http://www.tbs-sct.gc.ca> :
    - (i) the cost of commercial transportation based on the lowest available fares, using the most direct routing up to the maximum of a full-fare economy airfare;
    - (ii) the cost of meals and incidentals allowance in respect of the Personnel for every Day in which the Personnel is absent from the Bidder's or Personnel's home office for purposes of the Services as well as private vehicle usage, not exceeding the meal, incidental, and private vehicle allowances specified in Appendices B, C and D of the Directive;
    - (iii) the cost of registration, photographs, and courier services related to obtaining a visa/work permit;
    - (iv) the actual and Reasonable Cost of a single room in commercial accommodation or, when private non-commercial accommodation is used, the rate for such accommodation, not exceeding the limits in accordance with the provisions of paragraph 7.8 of the Special Travel Authorities Directive and Appendix D of the Directive; and
    - (v) all other actual and Reasonable Costs considered legitimate project expenses, in accordance with the provisions of the Directive referring to "travellers" rather than to "employees".
  - (b) any other reasonable expenses which are not considered to be Fees, overhead/indirect costs and that are not included in the above categories, that are specified in the Data Sheet and required to carry out the project.

**Pricing Basis**

- 10.5 Bidders must submit their financial proposal in accordance with the following pricing basis:
- (a) Fees: For each individual or Personnel category to be employed under the project, indicate the proposed Fees based on a 7.5 hours/day. Secretarial, typing and administrative costs are considered part of overhead unless directly related to project activities.
- The following cost elements, if any, must be included in the all-inclusive firm Fees:
- (i) Direct salaries – mean the amounts paid to individuals for actual time directly worked under the Contract;
  - (ii) Employee fringe benefits – mean costs associated with employee salaries, including paid benefits. Paid benefits include: sick leave,

statutory holidays, paid vacation leave, the employer's contribution for employment insurance and worker's compensation (where applicable), health and medical insurance, group life insurance and pension, time-off benefits, War Risk Accidental Death and Dismemberment insurance, vaccination, etc;

(iii) Overhead/ indirect costs – mean the following costs originating from the Bidder's Head Office (non-project specific):

- Advertising and promotion;
- Amortization/ depreciation;
- Bank charges;
- Board activities;
- Business development activities;
- Capital taxes;
- Communication;
- Computer maintenance expenses;
- Financing costs including but not limited to interest expenses and costs to obtain letters of credit;
- General staff training;
- Insurance (e.g. office, board of directors liability, Commercial general liability and Errors and omissions liability);
- Internal or external audits of the Bidder;
- Memberships and subscriptions;
- Office supplies, furniture and equipment;
- Bidder restructuring costs;
- Professional fees relating to the administration of the Bidder (e.g. legal, accounting, etc.);
- Proposal preparation activities;
- Office rent and utilities;
- Repairs and maintenance expenses;
- Review and negotiation of agreements;
- Salaries and fringe benefits related to the administration of the Bidder;
- Staff recruitment;
- Strategic planning activities;
- Travel;
- Workstations, including computers;
- Other indirect/ overhead type of expenditures related to the Bidder's office(s);
- Exchange rate fluctuation.

(iv) Profit

*Provision for  
Multi-year  
Contract*

10.6 The Fees must be expressed as fixed annual Fees by year (i.e. Year 1, Year 2, Year 3, etc).

- 10.7 The total cost of the individual Personnel is calculated by multiplying the average Fees for the proposed individual and the level of effort expressed in person-days for the position occupied by such individual.
- Currency** 10.8 Bidders must provide the price of the Services in Canadian dollars (CAD).
- Taxes** 10.9 Bidders are requested to exclude all Applicable Taxes from the price. Bidders, however, are requested to show the total estimated amount of Applicable Taxes in the financial proposal separately.
- 10.10 For the purpose of Proposal evaluation, all taxes are excluded.
- 10.11 Local taxes (including but not limited to value added or sales tax, social charges or income taxes on non-resident Personnel, duties, fees, levies) may be applicable on amounts payable to DFATD under the Contract. Bidders are requested to exclude all local taxes from their price, DFATD may reimburse the Consultant for any such taxes or pay such taxes on behalf of the Consultant. Reimbursement mechanism of applicable local taxes in the Recipient Country will be determined during contract negotiations.
- Costing Principles** 10.12 Cost of the Contract is comprised of the total Fees and Reimbursable Expenses, paid by DFATD for the provision of Services.
- 11. Proposal Evaluation** 11.1 Except when responding to requests to provide additional information as specified in paragraphs 9.1, 9.2, 9.4, 11.12, 11.20, 12 and 13 from the time the Proposals are submitted to the time the Contract is awarded, the Bidders must not contact DFATD, except the Point of Contact specified in the Data Sheet, on any matter related to their technical and/ or financial proposal. In addition, any effort by Bidders to influence DFATD in the examination, evaluation, ranking of Proposals, and recommendation for award of a Contract will result in rejection of the Bidders' Proposal.
- 11.2 Except as otherwise specified in this RFP, DFATD will evaluate Proposals solely based on the documentation provided as part of the Proposals. DFATD will not take into consideration any references in a Proposal to additional information not submitted with the Proposal.
- 11.3 DFATD's Proposal selection method is described in the Data Sheet.
- 11.4 Bidders are advised that proposals received as a result of this RFP will be evaluated by an evaluation team composed of representatives of Canada and may also include representatives of the Recipient Country and other external experts such as consultants. All proposals will be treated as confidential, in accordance with paragraph 19, Confidentiality.
- 11.5 The Evaluation Team will assess Proposals in accordance with the entire requirement of the RFP, including the technical and financial evaluation criteria as specified in Section 5, Evaluation Criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that DFATD has proceeded to a later step does not mean that DFATD has conclusively determined that the Bidder has successfully passed all the previous steps. DFATD may conduct steps of the evaluation in parallel.
- Mandatory Procedural Requirements** 11.6 Any Proposal that fails to meet any of the mandatory procedural requirements will be considered non-compliant and will be rejected.
- 11.7 Proposals that comply with all of the mandatory procedural requirements will be evaluated based on the evaluation criteria as specified in Section 5,



***Evaluation of  
Technical  
Proposals***

Evaluation Criteria. Any Proposals not meeting the mandatory evaluation criteria will be rejected.

- 11.8 Proposals that comply with the mandatory evaluation criteria will be evaluated based on the rated criteria.
- 11.9 In their technical proposals, Bidders are requested to address clearly and in sufficient depth the rated criteria specified in Section 5, Evaluation Criteria, against which the Proposal will be evaluated. Simply repeating the statement contained in the RFP is not sufficient. Bidders are requested to provide supporting data (for example, description of past experience, degrees, description of the Bidder's facilities, when applicable), to demonstrate their capability. Not completely addressing a rated criterion may result in a score of zero for that rated criterion.
- 11.10 The Proposals that fail to achieve the minimum technical score for the rated criteria indicated in the Data Sheet will be rejected and the financial proposal will remain unopened.
- 11.11 Only work experience of the Bidder will be assessed. In case of a consortium or joint venture, unless otherwise specified in Section 5, Evaluation Criteria, the experience of any Member could be included in a Proposal as work experience of the Bidder. Nevertheless, when the evaluation requirement is demonstrated through number of years/months of experience, the cumulative experience of the Members cannot be used. For example, if the RFP requires five (5) years of experience in education, and both Members independently have three (3) years each, the experience requirement will not be met. For the purposes of evaluation, listing experience with no substantiation to describe where and how such experience was obtained may result in a score of zero.
- 11.12 Where Form TECH-6A, where applicable, is not provided with the Proposal, DFATD will, in its evaluation, treat the Proposal as though there was no one identified to carry out that specific element of the project. Where Form TECH-6B, where applicable, is not provided with the Proposal or is improperly completed, DFATD will request corrections and/or completion from the Bidder. Bidders must submit the completed TECH-6B within the timeframe specified in the notification. If the completed TECH-6B is not submitted within the specified timeframe, DFATD will treat the Proposal as though there was no one identified to carry out that specific element of the project. In this paragraph, "improperly completed" means:
- (a) There are one or more fields that are not completed; or
  - (b) TECH-6B is not signed by the individual.

***Evaluation of  
Financial  
Proposals***

- 11.13 Financial proposal will only be opened and evaluated if the technical proposal achieves a score equal to or in excess of the minimum technical score indicated in the Data Sheet.
- 11.14 Fees and Reimbursable Expenses will be considered in the financial evaluation.
- 11.15 The evaluation of financial proposals will be carried out in accordance with the Data Sheet.
- 11.16 Unless otherwise specified in the Data Sheet, Bidders are requested to include and price in their financial proposal (FIN-1) all Personnel identified in any manner by the Bidder in the technical proposal and not specifically mentioned

to be part of the overhead. Failure to do so will result in the financial proposal being scored zero.

11.17 Where the maximum funding is specified in the Data Sheet, the Bidder's financial proposal must not exceed the maximum funding. If the Bidder's Proposal exceeds the maximum funding, the Bidder's Proposal will be rejected.

11.18 Where the minimum level of effort is specified in the Data Sheet and the level of effort proposed by the Bidder is below the specified minimum, DFATD will evaluate the Bidder's financial proposal based on DFATD's specified minimum level of effort.

11.19 Where the fixed level of effort is specified in the Data Sheet and the Bidder proposes a different level of effort, DFATD will evaluate the Bidder's financial proposal based on DFATD's fixed level of effort.

***Price  
Justification -  
Fees***

11.20 Bidders must provide price justification, on DFATD's request, and within the specified timeframe. Such price justification may include one or more of the following:

- (a) A copy of paid invoices or list of contracts for similar work, under similar conditions, provided to DFATD or other customers, including but not limited to fee history of assignments that covers at least one hundred (100) person-days billed in twelve (12) consecutive months over the last two years;
- (b) A price breakdown showing the cost of direct labour/salary, fringe benefits, overhead/ indirect costs, profit and all other cost included in the proposed Fees; or
- (c) Any other supporting documentation as requested by DFATD.

**12. Clarifications  
of Proposals**

12.1 In conducting the evaluation, DFATD may, but has no obligation, to do the following:

- (a) seek clarification or verification from Bidders regarding any or all information provided by them with respect to the RFP;
- (b) contact any or all references supplied by Bidders to verify and validate information submitted as fact;
- (c) request, before award of any Contract, specific information with respect to Bidders' legal status;
- (d) conduct a survey of Bidders' facilities, and/ or examine their technical, managerial, security and financial capabilities, to determine if they are adequate to meet the requirements of the RFP; and
- (e) verify any information provided by Bidders through independent research, use of any government resources or by contacting third parties, including any proposed resources.

12.2 Bidders will have the number of Days specified in the request by the Point of Contact to comply with paragraph 12.1. Failure to comply with the request will result in the Proposal being rejected.

12.3 Any clarifications submitted by a Bidder that are not in response to a request by DFATD will not be considered. No change in the financial proposal or substance of the technical proposal by the Bidder as a result of clarifications will be sought, offered, or permitted, except to confirm the correction of arithmetic errors discovered by DFATD in the evaluation of Proposals.

- Rights of DFATD in evaluation*** 12.4 In conducting the evaluation, DFATD may, but has no obligation, to do the following:
- (a) correct any computational errors in the extended pricing of Proposals by using unit pricing;
  - (b) if there is an error corresponding to the addition or subtraction of subtotals in a total, the total will prevail;
  - (c) in case of discrepancy between word and figures, the former will prevail;
  - (d) evaluate the financial proposal to reflect the minimum or fixed level of effort specified in the Data Sheet, if applicable;
  - (e) in case of discrepancy between the level of effort in the technical and financial proposal, the financial proposal will be adjusted using the level of effort specified in the technical proposal; and
  - (f) in case the financial proposal does not reflect the technical proposal, the financial proposal may be given a score of zero.
- 12.5 At the end of the evaluation process, the Point of Contact will advise the Bidder of the actions, if any, taken pursuant to the paragraph 12.4. A Bidder that disagrees may withdraw its Proposal.

**13. Conditions of Contract Award**

- 13.1 Before award of a Contract, a Bidder must meet the conditions listed below. Upon request by DFATD, a Bidder must provide, within the timeframe stated by DFATD, documentation to support compliance. Failure to comply with DFATD's request and meet the requirement within that timeframe will not delay the award of the Contract and may result in the Proposal being rejected.

**(a) Financial Capability**

In order to determine the Bidder's financial capability to meet the project requirements, DFATD may require to have access to the Bidder's financial information. If the Bidder is a consortium or joint venture, DFATD may request financial information from each Member. Such financial information may include, but may not be limited to, the following:

- (i) audited financial statements, if available, or the unaudited financial statements for the Bidder's last three (3) fiscal years, or for the years that the Bidder has been in business if it is less than three (3) years (including, as a minimum, the balance sheet, the statement of retained earnings, the income statement and any notes to the statements);
- (ii) if the date of the above-noted financial statements is more than three (3) months before the date on which DFATD requests this information, the Bidder may be required to provide interim financial statements (consisting of a balance sheet and a year-to-date income statement), as of two (2) months prior to the date on which DFATD requests this information;
- (iii) if the Bidder has not been in business for at least one (1) full fiscal year, the following may be required:
  - opening balance sheet on commencement of business; and
  - interim financial statements (consisting of a balance sheet and a year-to-date income statement) as of two months prior to the date on which DFATD requests this information.
- (iv) a certification from the Chief Financial Officer or an authorized signing officer of the Bidder that the financial information provided is complete and accurate.

In the event that DFATD considers that the Bidder is not financially capable of performing the RFP requirement, DFATD may require that the Bidder, at the

Bidder's sole expense, provide some form of guarantee, for example, a financial guarantee from the Bidder's parent company, an irrevocable standby letter of credit, drawn in favour of DFATD, issued by an Approved Financial Institution or in the case of non-Canadian bidder, confirmed by an Approved Financial Institution, a performance guarantee from a Third Party or some other form of security, as determined by DFATD. If a parent company or a Third Party guarantee is considered appropriate by DFATD for the Bidder to be financially capable, DFATD may require the parent company or Third Party financial information.

When the information requested above is provided to DFATD and marked confidential, DFATD will treat the information in a manner consistent with the Canadian *Access to Information Act*.

**(b) Procurement Business Number**

Bidders must have a Procurement Business Number. Bidders must register for a Procurement Business Number in the Supplier Registration Information service online at the following Website: <https://srisupplier.contractsCanada.gc.ca/>. In the case of a consortium or joint venture, the consortium or joint venture as a whole does not require a Procurement Business Number, but each Member must have a Procurement Business Number.

**(c) Security requirements associated with this RFP and the resultant Contract are specified in the Data Sheet.**

If required in the Data Sheet, the Bidder must meet the security requirements specified in the Data sheet. In the case of a consortium or joint venture, each Member must meet the security requirements.

**(d) Proof of Insurance**

Upon request by the Point of Contact, the Bidder must provide a letter from an insurance company rated as A++ to B++ by A.M. Best stating that the Bidder, if awarded a Contract as a result of the RFP, can be insured in accordance with the insurance requirements specified in the Data Sheet. In the case of a consortium or joint venture, at least one Member must meet the insurance requirements.

**(e) M-30 Compliance with the Act Respecting the Conseil Exécutif du Québec (L.R.Q., chapter M-30)**

Bidders in Québec whose operations are partially or fully funded by the province of Québec may be subject to the Government of Québec *Act Respecting the Conseil exécutif* (L.R.Q., chapter M-30). Under sections 3.11 and 3.12 of this Act certain entities, as defined in the meaning of the Act, including but not limited to municipal bodies, school bodies or public agencies, must obtain an authorization, indicated by the Act, before signing any agreement with DFATD. Consequently, any entity that is subject to the Act is responsible for obtaining such authorization. In the case of a consortium or joint venture, each Member must comply with the requirement stated in this paragraph.

**(f) Integrity Provisions**

The Bidder must:

- i. As required under the Policy, incorporated by reference through paragraph 1.5.1 of this RFP, verify the status of all proposed first tier sub-consultants and contractors before entering into a direct contractual relationship in accordance with the Policy section 16 by either making an enquiry of the Registrar of Ineligibility and Suspension in the case of individuals, or in the case of sub-

consultants and contractors that are not individuals, consult the public Ineligibility and Suspension List found on the [Integrity Regime](#) website.

- ii. Using item 2 of form TECH-3: Bidder's Organization, submit to DFATD a list of names as required by, and in accordance with sections 17 a. and b. of the *Ineligibility and Suspension Policy* (the List), Bidders may submit the List with their Proposal. In the event that the List is not submitted with the Proposal, DFATD will inform the Bidder of a time within which to submit the List. Failure to submit the List within the time specified will render the Bidder's Proposal non-responsive and the Bidder's Proposal will be rejected.

**14. Negotiations**

- 14.1 A time limit may be imposed by DFATD to ensure that negotiations are concluded effectively and in a timely manner. In instances where negotiations cannot be satisfactorily concluded between the selected Bidder and DFATD, the Bidder's Proposal will be given no further consideration. DFATD may initiate negotiations with the next highest-ranking Bidder.

**15. Personnel Replacement prior to Contract Award**

- 15.1 If specific individuals are identified in the Bidder's Proposal, the Bidder must ensure that each of those individuals is available to commence performance of the Services as requested by DFATD and at the time specified in this RFP or agree to with DFATD unless the Bidder is unable to do so for reasons beyond its control. For the purposes of this paragraph, only the following reasons will be considered as beyond the control of the Bidder: long-term/ permanent illness, death, retirement, resignation, maternity and parental leave, dismissal for cause or termination of an agreement for default and extension of Proposal validity requested by DFATD. If, for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder must provide a replacement with equivalent or greater qualifications and experience. The replacement will be evaluated against the original evaluation criteria specified in Section 5. For the purposes of evaluation, only the score of the individual named in the Proposal who is being replaced will be taken into account. Acceptance of the proposed replacement is not automatic and will be considered at the sole discretion of DFATD. If the proposed replacement does not, at a minimum, achieve the score of the individual named in the Proposal or is not acceptable to DFATD, DFATD may reject the Proposal and enter into negotiation with the next highest-ranking Bidder.

**16. Performance Security**

- 16.1 To guarantee the Consultant's performance, ten (10) percent of the total Fees will be subject to a holdback. The application of the holdback is non-negotiable.

**17. Notification/ Debriefing of unsuccessful Bidders**

- 17.1 After completing negotiations and awarding the Contract to the successful Bidder, DFATD will publish the award of the Contract on OECD/DAC website, GETS, DFATD website and whenever possible, official gazette of the Recipient country.
- 17.2 Bidders may make a written request to DFATD to receive a debriefing (in person, by teleconference/videoconference or in writing) on the strengths and weaknesses of their own Proposal and to receive the marks obtained for each of the technical components contained in the published evaluation grid, for the financial component and for the aboriginal supplier incentive (if applicable). All costs related to debriefings conducted in person or by teleconference/videoconference, including but not limited to communication and/or transportation costs, are the responsibility of the Bidder.

- 17.3 Bidders may also request the name(s) of the successful Bidder(s) and the overall total marks obtained by the successful Bidder(s) for the technical components listed in Section 5, Evaluation Criteria, for the financial component, and for the aboriginal supplier incentive (if applicable). Where the request involves a Bidder who is an individual, some information may qualify for protection under the *Privacy Act*.
- 17.4 Should debriefings and informal discussions not provide sufficient information to address a Bidder's issues and concerns, the Bidder should refer to the [Internal Review Mechanism \(IRM\)](#) prior to considering external recourse mechanisms. Complaints should be submitted using the [IRM Enquiry Form](#).
- 18. Commencement of Services**
- 18.1 The Consultant is expected to commence provision of Services within the delay specified in the Data Sheet.
- 18.2 The Bidder is not to start work or render the Services prior to signature or the effective date of the Contract. Costs incurred by the Bidder prior to the effective date of the Contract will not be reimbursed by DFATD.
- 19. Confidentiality**
- 19.1 Proposals remain the property of DFATD and will be treated as confidential, subject to the provisions of the *Access to Information Act*, the *Privacy Act* and the *General Records Disposal Schedule of the Government of Canada*.
- 20. Rights of DFATD**
- 20.1 DFATD reserves the right to:
- (a) reject any or all Proposals received in response to the RFP;
  - (b) enter into negotiations with Bidders on any or all aspects of their Proposal;
  - (c) accept any Proposal in whole or in part without negotiations;
  - (d) cancel the RFP at any time;
  - (e) reissue the RFP;
  - (f) if no compliant Proposals are received and the requirement is not substantially modified, reissue the RFP by inviting only the Bidders who responded to resubmit Proposals within a period designated by DFATD; and
  - (g) negotiate with the sole compliant Bidder to ensure best value to DFATD.

## Instructions to Bidders

### DATA SHEET

<b>Paragraph Reference</b>	Note: The paragraph numbers indicated in the left hand column refer to the related paragraphs in the previous section, Instructions to Bidders
<b>Definitions (bb)</b>	The Recipient Countries are: Benin, Burkina Faso, DRC, Egypt, Guatemala, Indonesia, Jordan, Mali, Morocco, Nepal, Nicaragua, and Tunisia
<b>Definitions (dd)</b>	The RFP Closing Date is June 16 <sup>th</sup> , 2020 at 14:00 hrs, Eastern Daylight Saving Time (EDT)
<b>2.2</b>	Location of contract negotiation: Ontario, Canada
<b>5.1</b>	The Proposal validity period is 180 Days after the RFP Closing Date.
<b>6.2, 6.4, 11.1, 12.2, 12.5 and 13.1</b>	<b>DFATD Point of Contact is:</b> Nancy Levasseur Contracting Officer Email: Nancy.Levasseur@international.gc.ca
<b>8.2</b>	Additional documentation is available: YES___ NO_X_
<b>9.6</b>	Cross-referencing is recommended: YES_X_ NO___
<b>9.8</b>	An estimated number of person-days for the project is to be determined by the Bidder
<b>9.9</b>	The Bidder can propose alternative Personnel: YES___ NO_X_
<b>10.4</b>	Not Applicable
<b>11.3</b>	<p>Selection Method:</p> <p><b>Best value adjusted for cost:</b></p> <p>The technical proposal is awarded a maximum of 585 points or 70 percent of total possible 835 points, and the financial proposal is awarded a maximum of 250 points or 30 percent.</p> <p>The evaluation of the financial proposal will be conducted in accordance with the method described in paragraph 11.15 Evaluation of financial proposals of the Data Sheet.</p> <p>The financial proposal with the lowest evaluated dollar value will be given the maximum number of points. The scores for all other financial proposals are calculated on a pro-rata basis based on the lowest compliant financial price. For example, if the total financial score is 300 points and if the proposed cost of Bidder A is the lowest compliant price, Bidder A will receive 300 points for its financial proposal. All other technically compliant Bidders' financial score will be calculated as follow:</p> <p>Bidder B's financial score = <u>Bidder A's financial price</u> X 300</p>

	<p style="text-align: center;"><b>Bidder B's financial price</b></p> <p>The total evaluation point is the sum of the maximum technical points and the maximum financial points, which represents 835 points.</p> <p>Bidders whose Proposal obtained the highest combined technical and financial score will be invited for negotiation unless there is less than 1% of the total evaluation point between that Bidder and lower ranked Bidders. In such a case, the Bidder with the lowest financial proposal will be invited to negotiate.</p>
<b>11.10 and 11.13</b>	The minimum technical score required is 410 points. Only Proposals that achieve the minimum technical score are considered compliant.
<b>11.15</b>	<p><b>Evaluation of financial proposals</b></p> <p>The total of the financial proposal will be calculated by adding the sub-totals of costs related to the Bidder's all-inclusive firm Fees multiplied by the Bidder's level of effort for each position of Personnel proposed in accordance with FIN-1A and the sub-totals of Reimbursable Expenses in FIN-1B.</p>
<b>11.16</b>	The clause is applicable: YES_X_NO__
<b>11.17</b>	The maximum funding for the Contract resulting from this RFP is \$430,000.00CAD, excluding Applicable Taxes.
<b>13.1(c)</b>	The Bidder is subject to security requirements: YES__ NO_X_
<b>13.1(d)</b>	<p>1. Commercial General Liability Insurance for not less than \$2,000,000 Canadian dollars per accident or occurrence and in the annual aggregate, inclusive of defence costs.</p> <p>The insurance will include the following:</p> <ul style="list-style-type: none"> <li>(a) Canada as an additional insured, as represented by the Department of Foreign Affairs, Trade and Development;</li> <li>(b) Bodily Injury and Property Damage to Third Parties;</li> <li>(c) Product Liability and Completed Operations;</li> <li>(d) Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character;</li> <li>(e) Cross Liability and Separation of Insured;</li> <li>(f) Employees and, if applicable, Volunteers as Additional Insured;</li> <li>(g) Employer's Liability;</li> <li>(h) Broad Form Property Damage;</li> <li>(i) Non-Owned Automobile Liability; and</li> <li>(j) 30 Days written notice of policy cancellation.</li> </ul> <p>2. Errors and Omissions Liability Insurance</p> <p>If the Consultant is a Licensed Professional, he will carry an errors and omissions liability insurance for not less than \$1,000,000 Canadian dollars per loss and in the annual aggregate, inclusive of defence costs.</p> <p>The insurance will include the following:</p>



	<p>(a) If the policy is written on a claims-made basis, coverage will be in place for a period of at least 12 months after the completion or termination of the Contract; and</p> <p>(b) 30 Days written notice of cancellation.</p> <p>3. Workers' Compensation Insurance for all Personnel in accordance with the statutory requirements of the Territory, Province, State of domicile or employment, having such jurisdiction. If the Consultant is assessed any additional levy, extra assessment or super-assessment by a Worker's Compensation Board or such other authority, howsoever caused, the Consultant will indemnify and hold harmless DFATD for any such liability. The Consultant will ensure that all of its Personnel performing the Services on this Contract will have the same level of Workers' Compensation Insurance throughout the Consultant's performance of the Contract.</p> <p>The insurance will include the following:</p> <ul style="list-style-type: none"> <li>(a) Canada as additional insured as represented by the Department of Foreign Affairs, Trade and Development, to the extent permitted by law;</li> <li>(b) Cross Liability and separation of insured, to the extent permitted by law;</li> <li>(c) Waiver of Subrogation Rights in favor of DFATD, to the extent permitted by law; and</li> <li>(d) 30 Days written notice of cancellation.</li> </ul> <p>4. War Risk Accidental Death and Dismemberment Insurance, for Personnel working in areas considered to be war zones. A war zone is defined as the combat zone where military operations are conducted, such as Afghanistan. The Consultant will ensure that all of its Personnel performing the Services on this Contract will have the same level of insurance coverage throughout the Consultant's performance of the Contract. The insurance will include the Waiver of Subrogation Rights in favour of DFATD, to the extent permitted by law.</p>
<b>18.1</b>	Expected date for commencement of consulting and professional services is no later than 30 days following the signature of the Contract.

## Section 2. Technical Proposal - Standard Forms

### ***Guidance to Bidders:***

At the beginning of each TECH, Bidders will find information that will help them in the preparation of their Proposal. In addition, DFATD has developed a checklist (below) to assist Bidders in preparing a responsive Proposal. The checklist below is for information purposes only and is NOT to be included with the Bidder's Proposal.

### **Bidders Checklist**

#### **1. Mandatory procedural requirements**

*Bidder must meet the mandatory procedural requirements stated below. Failure to meet any of these requirements will lead to rejection of the Bidder's Proposal.*

<b>Mandatory Procedural Requirements</b>	<b>✓</b>
The Bidder is eligible to participate in this RFP as defined in ITB 4.3	
The Bidder has submitted only one Proposal in response to this RFP	
The Proposal validity is as per the Data Sheet 5.1	
The Proposal is submitted to the following e-mail address: <a href="mailto:URP-BRU@international.gc.ca">URP-BRU@international.gc.ca</a>	
The Proposal is submitted to DFATD no later than the RFP Closing Date indicated in the Data Sheet.	
The Bidder or, in case of a consortium or joint venture, each member of a consortium or joint venture has completed, signed and included TECH-1 Form in the Proposal.	
The Bidder or, in case of a consortium or joint venture, each member of consortium or joint venture has provided and complies with the certifications of TECH-2 Form from the date of Proposal submission. The Bidder has an obligation to disclose any situation of non-compliance with the certifications in TECH-2.	
The Bidder submitted a completed TECH-2 and TECH-3 Form with its Proposal.	
The Bidder has demonstrated compliance with each of the mandatory criteria, if any, specified in Section 5, Evaluation Criteria.	
No information related to Fees and Reimbursable Expenses appears in the technical proposal.	
FIN-1 is provided with the Proposal and contains no changes to the pricing basis (ITB 10.5).	
The financial proposal is expressed as fixed Fee by year (i.e. Year 1, Year 2, etc...) and is expressed in Canadian dollars (CAD).	
No contact with DFATD, except the Point of Contact specified in the Data Sheet, on any matter related to Bidder's Proposal from the time the Proposals are submitted to the time the Contract is awarded (except when responding to requests to provide additional information as specified in ITB 9.1, 9.2, 9.4, 11.12, 11.20, 12 and 13).	
The Bidder complies with the conditions of contract award stated in ITB 13.1	

The Bidder maintains availability of the proposed Personnel from the RFP Closing Date as stated in ITB 15.1.	
--	--

2. **Other requirements:**

*Compliance with the requirements below, while not mandatory, will increase the responsiveness of Bidder's Proposal.*

<b>Proposal Presentation and Submission</b>	✓
Has the technical proposal used the headings and numbering system detailed in Section 5, Evaluation Criteria?	
Has the Bidder used cross-referencing and complied with formatting requirements, if indicated in the Data Sheet?	
Is the Proposal presented on 8.5" X 11" or A4 paper and is the font size at least equivalent to Arial 10 or Times New Roman 11?	
Has the technical proposal attachment been clearly marked "TECHNICAL PROPOSAL", followed by the RFP reference number, the project title and the name of the bidder?	
Has the financial proposal attachment been clearly marked "FINANCIAL PROPOSAL", followed by the RFP reference number, the project title and the name of the bidder?	
If required, has an Integrity Declaration Form been submitted in accordance with paragraph 7.9 (c)?	
Have the Proposal withdrawal, substitution and/ or modification, if any, been done as per ITB 7.11?	
<b>Technical Proposal</b>	
In case of a consortium or joint venture, has the Member in charge been identified by checking the appropriate box in TECH-1?	
Has the Bidder or, in case of a consortium or joint venture, each Member of a consortium or joint venture provided information as requested in TECH-3 with the Proposal?	
Has the Bidder provided information as requested in the TECH-4 according to the specified format?	
Has the Bidder completed and included all TECH-5 forms according to the specified format?	
Has the technical proposal clearly and in sufficient depth addressed the rated requirements against which the Proposal is evaluated?	
Does the technical proposal conform to the specified page limits as indicated in Section 5, Evaluation Criteria?	
<b>Financial Proposal</b>	
Does the Bidder's price exclude all Applicable Taxes? Bidders are requested to exclude Applicable Taxes from the price, but to show the total estimate amount in the financial proposal separately.	

## FORM TECH-1 Acceptance of Terms and Conditions

### *Guidance to Bidders:*

- Signed TECH-1: Acceptance of Terms and Conditions must be submitted with a Bidder's Proposal.
- If a Bidder is a consortium or joint venture, the Bidder's Proposal must include a signed TECH-1 from each Member. DFATD requests that the Member in charge is identified by checking the appropriate box below.

The Proposal to the Department of Foreign Affairs, Trade and Development for the provision of Services in relation to the evaluation of projects from the call for proposals "technological platforms to strengthen public sector accountability and citizen engagement"

From (please print): Bidder's Name \_\_\_\_\_

Person authorized to sign on behalf of the Bidder:

\_\_\_\_\_  
Name (Please Print)

\_\_\_\_\_  
Title (Please Print)

### Eligibility Certification:

The Bidder, including each Member if a Proposal is submitted by a consortium or joint venture, certifies that:

- (a) It has the legal capacity to contract;
- (b) It is not a government entity or government-owned enterprise in the Recipient Country.

The Bidder also certifies that it has read the RFP in its entirety and that it accepts all terms and conditions set out in the RFP, as is without modifications, deletions or additions.

In addition, by signing this form the Bidder certifies its compliance with the certifications included in TECH-2 as completed.

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

Member in Charge

## FORM TECH-2 Certifications

### ***Guidance to Bidders:***

The Bidder is requested to complete the following certifications by filling in the appropriate spaces below. The Bidder must submit TECH-2, in accordance with paragraph 9.2 of the RFP.

In case of a consortium or joint venture, each Member must comply with the above requirement.

### **1. INTEGRITY PROVISIONS**

1.1 Subject to subsection 1.2, by submitting a Proposal in response to this Request for Proposal, the Bidder certifies that:

- a) It has read and understands the *Ineligibility and Suspension Policy*;
- b) It understands that certain domestic and foreign criminal charges and convictions, and other circumstances, as described in the Policy, will or may result in a determination of ineligibility or suspension under the Policy;
- c) It is aware that Canada, including PWGSC and DFATD, may request additional information, certifications, and validations from the Bidder or a third party for purposes of making a determination of ineligibility or suspension;
- d) It has provided with its Proposal a complete list of all foreign criminal charges and convictions pertaining to itself, its affiliates, and its proposed first tier sub-consultants and contractors that, to the best of its knowledge and belief, may be similar to one of the listed offences in the Policy;
- e) None of the domestic criminal offences, and other circumstances, described in the Policy that will or may result in a determination of ineligibility or suspension, apply to it, its affiliates and its proposed first tier sub-consultants and contractors; and
- f) It is not aware of a determination of ineligibility or suspension issued by PWGSC that applies to it.

1.2 Where a Bidder is unable to provide any of the certifications required by subsection 1.1, it must submit with its Proposal a completed Integrity Declaration Form, which can be found at [Integrity Declaration Form](#).

1.3 DFATD will declare non-responsive any Proposal in respect of which the information requested is incomplete or inaccurate, or in respect of which the information contained in a certification or declaration is found by DFATD to be false or misleading in any respect. If DFATD established after award of the Contract that the Bidder provided a false or misleading certification or declaration, DFATD may terminate the Contract for default. Pursuant to the Policy, DFATD may also determine the Bidder to be ineligible for award of a contract for providing a false or misleading certification or declaration.

### **2. CODE OF CONDUCT FOR PROCUREMENT**

The Bidder must respond to the RFP in an honest, fair and comprehensive manner, accurately reflect its capacity to satisfy the requirements stipulated in the RFP and the Contract, submit its Proposal and enter into the Contract only if it will fulfill all obligations of the Contract.

The Bidder certifies that for the purpose of this RFP and subsequent Contract, it will not employ public servants in activities that might subject public servants to demands incompatible with their official duties or cast doubt on their ability to perform their duties. The Bidder also certifies that it will not hire directly, or through a third party, former public servants during their one-year cooling-off period where this would constitute a violation of post-employment measures under the Policy on Conflict of Interest and Post-Employment that complements the Values and Ethics Code for the Public Sector.

### **3. ANTI-TERRORISM**

The Bidder certifies that DFATD's funds will not knowingly be used to benefit terrorist groups or individual members of those groups, or for terrorist activities, either directly or indirectly, as defined in the Criminal Code R.S.C., 1985, c. C-46 or those appearing on the Consolidated United Nations Security Council Sanctions List as

modified. The Bidder will notify DFATD immediately if it is unable to complete the procurement process or Contract as a result of terrorism-related concerns.

The Bidder is responsible for consulting all relevant lists, even if the web addresses provided are no longer valid, in order to stay informed of the listed terrorist groups and their members and must ensure that the funds from DFATD does not benefit any listed terrorist entity and their members, any sanctioned groups or persons. Entities or individuals listed as terrorists can be found at the following web addresses:

- a. [Criminal Code of Canada list](#)
- b. [Regulations Implementing the United Nations Resolutions on the Suppression of Terrorism \(RIUNRST\)](#)
- c. The United Nations Security Council Consolidated Sanctions List is available on the United Nations Security Council website (<https://www.un.org/securitycouncil/>), to implement the sanction measures imposed by the United Nations Security Council pursuant to resolutions 1267 (1999), 1989 (2011) and 2253 (2015) concerning ISIL (Da'esh), Al-Qaida, and associated individuals, groups, undertakings and entities, and pursuant to resolution 1988 (2011) concerning the Taliban and associated individuals.

DFATD will inform the Bidder or Consultant in writing, if it has identified any third party that is associated directly or indirectly with terrorism. In such instance, DFATD will determine an appropriate course of action, including suspension or termination of the Contract.

The Bidder will include a corresponding provision in any subcontract that it enters into for the purposes of the Contract.

#### **4. ECONOMIC SANCTIONS AND OTHER TRADE CONTROLS**

1. The Bidder certifies that funding for the purposes of the Contract will not be knowingly used, either directly or indirectly, in a manner that contravenes economic sanctions imposed by Canada and enforced by regulations under the *United Nations Act* (R.S.C. (1985), c. U-2); the *Special Economic Measures Act* (S.C. (1992), c. 17); the *Justice for Victims of Corrupt Foreign Officials Act* (S.C. (2017), c. 21) as they are amended from time to time, or for activities that would contravene the provisions of the *Export and Import Permits Act*, (R.S.C. (1985), c. E-19). Information on Canadian sanctions and export and import controls can be found at the following links:

[https://www.international.gc.ca/world-monde/international\\_relations-relations\\_internationales/sanctions/index.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations-relations_internationales/sanctions/index.aspx?lang=eng)

[https://www.international.gc.ca/world-monde/international\\_relations-relations\\_internationales/sanctions/types.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations-relations_internationales/sanctions/types.aspx?lang=eng)

<https://www.international.gc.ca/controls-controles/index.aspx?lang=eng>

2. The Bidder will consult the above links to be aware of the foreign governments, persons and activities subject to economic sanctions and other trade controls during the period of the Contract.
3. The Bidder will include a corresponding provision in all subcontracts and sub-agreements it signs for the purposes of the Contract.

#### **5. CONFLICT OF INTEREST - UNFAIR ADVANTAGE**

1. In order to protect the integrity of the procurement process, Bidders are advised that DFATD may reject a bid in the following circumstances:

(a) if the Bidder, any of its proposed Sub-consultants, any of its proposed Contractors including any of their respective employees or former employees was involved in any manner in the preparation of the bid solicitation;

(b) if the Bidder, any of its proposed Sub-consultants, any of its proposed Contractors including any of their respective employees or former employees was involved in any other situation of conflict of interest or appearance of conflict of interest.

(c) if the Bidder, any of its proposed Sub-consultants, any of its proposed Contractors including any of their respective employees or former employees had access to information related to the bid solicitation that was not available to other bidders and that would, in DFATD's opinion, give or appear to give the Bidder an unfair advantage.

2. The experience acquired by a Bidder who is providing or has provided the Services described in the RFP (or similar services) will not, in itself, be considered by DFATD as conferring an unfair advantage or creating a conflict of interest. This Bidder remains however subject to the criteria established above.

3. By submitting a bid, the Bidder represents that it does not consider itself to be in conflict of interest nor to have an unfair advantage. Where DFATD intends to reject a bid under this section, DFATD may inform the Bidder and provide the Bidder an opportunity to make representations before making a final decision. The Bidder acknowledges that it is within DFATD's sole discretion to determine whether a conflict of interest, an appearance of conflict of interest or unfair advantage exists.

## **6. LOBBYIST**

The Bidder certifies that it has not, directly or indirectly, paid or agreed to pay and agrees that it will not, directly or indirectly, pay a contingency fee to any individual for the solicitation, negotiation or obtaining of the Contract if the payment of the fee would require the individual to file a return under section 5 of the Canadian *Lobbying Act*.

## **7. LANGUAGE CAPABILITY**

The Bidder certifies that its Personnel have the language capability necessary to satisfy the RFP requirements, as stipulated in Section 4, Terms of Reference.

## **8. EDUCATION AND EXPERIENCE**

The Bidder certifies that all the information provided in the curriculum vitae and supporting material submitted with its Proposal, particularly information that pertains to education achievements, experience and work history, have been verified by the Bidder to be true and accurate. Furthermore, the Bidder warrants that the individuals proposed by the Bidder for the RFP requirement are capable of satisfactorily providing the Services described in Section 4, Terms of Reference.

## **9. AVAILABILITY OF RESOURCES**

The Bidder certifies that, if it is awarded a Contract as a result of this RFP, the persons proposed in its Proposal will be available to commence performance of the Services as requested by DFATD representatives and at the time specified in this RFP or agreed to with DFATD representatives.

## **10. FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY**

By submitting a Proposal, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a consortium or joint venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list (<https://www.canada.ca/en/employment-social-development/programs/employment-equity/federal-contractor-program.html>) available from Employment and Social Development Canada (ESDC) - Labour's website.

DFATD will have the right to declare a Proposal non-responsive if the Bidder, or any Member if the Bidder is a consortium or a joint venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

## **11. CERTIFICATION APPLICABLE TO CANADIAN BIDDERS ONLY**

### **11.1 FORMER CANADIAN PUBLIC SERVANT CERTIFICATION**

Contracts with 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 with FPS, Bidders must provide the information required below and certify that it is accurate and complete.

### **Definitions**

For the purposes of this certification,

"fee abatement formula" means the formula applied in the determination of the maximum fee payable during the one-year fee abatement period when the Consultant is a former public servant in receipt of a pension paid under the Public Service Superannuation Act.

"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, in the context of the fee abatement formula, 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**

Is the Bidder a FPS in receipt of a pension as defined above? **YES** (  ) **NO** (  )

If so, the Bidder must provide the following information:

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

### **Work Force Reduction Program**

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of a work force reduction program? **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 reduction program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including the Applicable Taxes.

By completing this certification, the Bidder agrees that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on DFATD's website as part of the published proactive disclosure reports in accordance with Treasury Board's Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.



## FORM TECH-3 Bidder's Organization

### ***Guidance to Bidders:***

The Bidder is requested to provide the following information by filling in the appropriate spaces below. The Bidder must submit TECH-3 in accordance with the paragraph 9.2.

In the case of a consortium or joint venture, each Member must comply with the above requirement.

1. The legal name, mailing address, telephone and fax numbers of the Bidder, including each Member if the Bidder is a consortium or joint venture:
2. If available at the time of proposal submission and in accordance with paragraph 13.1 (f) ii of the RFP, a complete list of the following:
  - For **corporate entities (including those bidding as joint ventures)**: names of all current directors or, for privately owned corporations, the names of the owners of the corporation.
  - For **sole proprietors (including sole proprietors bidding as joint ventures)**: names of all owners.
3. The person to contact regarding the Proposal (name, title, telephone and fax numbers, and email address):
4. The person to contact regarding any resulting Contract (name, title, telephone and fax numbers, and email address):
5. Governing law of a Canadian province or territory, if different than Ontario, in accordance with the paragraph 3.2 of the RFP:
6. If available at the time of proposal submission, the Procurement Business Number of the Bidder issued by Public Works and Government Services Canada, including of each Member if the Bidder is a consortium or joint venture:
7. Is the Bidder registered for the Quebec Sales Taxes (QST)

**FORM TECH- 4**  
**Bidder Experience – Development Evaluation Assignment**  
**Conducted by Proposed Evaluation Personnel Experience**

**Guidance to Bidders:**

Using the format below, provide information on each assignment where the Bidder and/or a Member was carrying out consulting and professional services similar to the ones requested under this RFP.

**Maximum three (3) pages per assignment**

<b>A. EVALUATION ASSIGNMENT INFORMATION</b>		
<b>Evaluation Assignment Title:</b>		
<b>Name of Bidder who performed services:</b>		
<b>Name of client/ funding agency:</b>		
<b>Name, telephone number and e-mail address of contact person:</b>		
<b>B. RESOURCES PROVIDED BY THE BIDDER</b>		
<b>Duration of Evaluation Assignment</b>		<b>Evaluation Assignment Contract value:</b>
Start date (year/month):	Completion date (year/month):	Total Contract Value: (In CAD)
<b>Key Staff of the assignment:</b> Name 1 Name 2 Name 3 Name 4 etc.	<b>Functions :</b> Evaluation Team Leader of the assignment: Senior Evaluator X: Senior Evaluator Y: Specialist B: etc.	<b>Level of Effort:</b> (# of days for name 1) (# of days for name 2) (# of days for name 3) (# of days for name 4) etc.
<b>Name of associated firm(s), if any:</b>		<b>No. of person-days provided by associated firm(s):</b>
<b>C. DESCRIPTION OF THE EVALUATION ASSIGNMENT AND EVALUAND</b>		
<b>Rationale, Purpose and Specific Objectives of the Evaluation Assignment</b> (definition of the requirements: OECD/DAC (2010) <i>Quality Standards for Development Evaluation</i> (2010), Sections 2.1, 2.2)		
<b>Object and Scope</b> (definition of the requirement: OECD/DAC (2010) <i>Quality Standards for Development Evaluation</i> (2010), Sections 2.3)		
<b>Evaluand Name:</b> (project name or program name or group of projects within a program name)		

**Brief description of the Evaluation:** (for example: intervention logic; geographical area, target groups, organizational set-up; implementation arrangements; key dimensions covered by the evaluation and policy and institutional context as necessary).

**Stakeholders:** Brief description of the key stakeholders of the evaluation

**Evaluand Time Period covered by the Evaluation Assignment** (number of years):

**Evaluand value [funds spent over the time period covered by the Evaluation Assignment]**  
(In CAD):

From (month/year):

To (month/year):

**Key Evaluation Questions** (also known as issues or criteria): Summary of key questions from the Terms of Reference:

#### **D. SERVICES PROVIDED FOR THIS EVALUATION ASSIGNMENT**

**Brief Description of Services Provided for this Evaluation Assignment:** (Only services provided by the Bidder should be indicated. Services provided by other partners or associated firm are to be excluded from this description.)

#### **Brief Description of the Evaluation Assignment Methodology and its Application**

- The approach (conceptual framework):
- Methodology:
- Data collection and analysis methods used:
- Data collection involving different types of stakeholders groups (indicate types):
- Type(s) of sampling applied:
- Measures used to ensure reliability and validity and methodological limitations:

**Evaluation Assignment's Main Deliverables:** (Only deliverables provided by the Bidder should be indicated. Deliverables provided by other partners or associated firm are to be excluded from this description.)

#### **E. PROPOSED EVALUATION PERSONNEL EXPERIENCE WITH THE EVALUATION ASSIGNMENT**

**Name of Proposed Individual**

**Proposed Evaluation Function**

(Specify Team Leader or Senior Evaluator)

**Roles and Responsibilities of the proposed individual for this Evaluation Assignment:** (Clearly describe and indicate the involvement level (contributed to OR fully led, managed and conducted) of the proposed individual during each phase (design, implementation and reporting) of the evaluation assignment.

**In-country field:** Only list field work longer than two (2) weeks in a specific country/region

**FORM TECH-5  
Methodology**

N/A

## FORM TECH-6A Curriculum Vitae for Proposed Personnel

**Guidance to Bidders:**

Using the format below, provide information on Assignments where the proposed personnel was carrying out consulting and professional services similar to the ones requested under this RFP.

**Maximum five (5) pages per proposed personnel**

Proposed position			
Name			
Education (type of degrees received, completion dates, granting recognized institution)			
Present employer and position (if applicable)			
Length of service with current employer and status (permanent, temporary, contract employee, associate, etc.)			
<b>Personnel Experience:</b> (repeat the box below for each Assignment as necessary)			
Assignment # __, Title:		Role of the Proposed Individual:	
Level of effort of the proposed resource for the assignment in days:		Geographical area – country(ies) / region(s) covered:	
Assignment start date: (year/month)	Assignment end date: (year/month)	Location of field work: Country X: Country Y:	Duration of field work (in days): Days for Country X: Days for Country Y:
Assignment Description:			
References (name, title, phone and email)			

**FORM TECH- 6B**  
**Commitment to Participate in the Project**

**Guidance to Bidders:**

A copy of this Form is requested to be completed and signed by each proposed candidate who is named in the Proposal and who is not, on the RFP Closing Date, a Bidder's employee. Only the proposed resource is requested to complete and sign this Form as per the "Availability of Resources" Certification of TECH-2.

**1 REFERENCE**

Project Title	Bidder's name
---------------	---------------

**2 GENERAL INFORMATION REGARDING INDIVIDUAL NAMED IN THE PROPOSAL**

Family name	Given name
Address	
Field of expertise	
Specify (in print or type) the activities and the component of this RFP in which you will participate	
(If the space provided is insufficient, attach the requested information to this declaration)	

**3 DECLARATION OF INDIVIDUAL**

I certify that I consent to my curriculum vitae being submitted by the Bidder in response to this RFP and that I will be available as required by DFATD to provide the Services under the Contract awarded as a result of this RFP.	
Name (print or type)	
Signature	Date

**Section 3. Financial Proposal - Standard Forms**

**FORM FIN-1**

**TOTAL COST**

***Guidance to Bidders:***

The Bidder must quote its financial proposal in Canadian currency (CAD).  
 All inclusive firm Fees include salary, benefits (paid and time-off), overhead and profit, excluding Applicable Taxes. The Bidder is requested to show the amount of Applicable Taxes, separately.

**FORM FIN-1A**

**COST OF PERSONNEL IDENTIFIED BY THE BIDDER IN ITS METHODOLOGY**

***Guidance to Bidders:***

Bidder must provide a firm all-inclusive daily rate and an estimated level of effort (LOE) for all positions of Personnel identified in its methodology.

<b>Personnel Resource Name</b>	<b>Personnel Position</b>	<b>Firm all-inclusive daily Fees \$</b>	<b>Total LOE Estimated by the Bidder (Days)</b>	<b>Sub-Total Estimated Cost</b>
<b>TOTAL COST for FIN-1A (exclusive of any taxes)</b>				

**FORM FIN-1B  
REIMBURSABLE EXPENSES**

**Guidance to Bidders:**

The Bidder is requested to include all Reimbursable Expenses related to the project in the table below.

Bidder is to include inflation, if any, in their cost line items.

<b>Indicative Reimbursable Expenses</b>			
<b>Description</b>	<b>Units</b>	<b>\$, Per Unit</b>	<b>Sub-total, \$</b>
<b>Travel and Living</b>			
Transportation			
Meals, incidentals and private vehicle			
Visa costs			
Accommodation			
Other			
<b>Communication costs</b>			
<b>Translation and reproduction costs</b>			
<b>Local transportation</b>			
<b>Other (specify)</b>			
<b>Grand Total</b>			

**TOTAL OF THE FINANCIAL PROPOSAL = FIN-1A + FIN-1B**



## **Section 4. Terms of Reference**

**FOR THE**

**EVALUATION**

**OF PROJECTS FROM THE  
CALL FOR PROPOSALS**

**‘Technological Platforms to Strengthen Public Sector Accountability and  
Citizen Engagement’**

### **Projects:**

1. Technological Bridges for Citizen Engagement – Equitas
2. Building a Technological Platform to Support Victim Services – JES
3. Power Up: Women Shaping their Future with Technology – Oxfam Canada
4. Sustainable Use of Technology for Public Sector Accountability in Nepal – CECI
5. Technologies for the artisanal sector – C2D Services
6. Technological platforms for the democratization and improvement of the health system – CHUM
7. Technology for Sustainable Water Resources Governance – Change for Children Association

**LIST OF ACRONYMS**

DFATD:	Foreign Affairs, Trade and Development Canada
LoE:	Level of Effort
OECD/DAC:	Organisation for Economic Co-operation and Development/Development Assistance Committee
PTA:	Project Technical Authority
ToR:	Terms of Reference
JES:	Justice Education Society of British Columbia
CECI:	Centre d'étude et de coopération internationale
CHUM:	Centre hospitalier de l'université de Montréal
CFCA:	Change for Children Association
ICT:	Information and Communication Technology

## **1. Rationale, purpose and Specific objectives of the evaluation**

### **1.1 Rationale and Purpose of the Evaluation**

On July 20, 2015, the Partnerships for Development Innovation Branch of the Department of Foreign Affairs, Trade and Development Canada (DFATD) launched a \$25 million call for proposals entitled ‘Technological Platforms to Strengthen Public Sector Accountability and Citizen Engagement’. The purpose of this call for proposals was to fund initiatives that would support public sector institutions and civil society to advance equitable democratic reform, deliver effective and sustainable development results for citizens, improve service delivery, combat corruption, and engage meaningfully with citizens through the use of technological platforms. The call for proposals resulted in the funding of seven projects, each implemented by a Canadian civil society organization in partnership with local organizations in developing countries.

Increasingly, information and communication technologies (ICT) are being promoted as new ways to improve governance, through the use of innovations such as mobile applications, transparency portals, open data portals, and citizen participation mechanisms (interactive vocal servers, social media, etc.). However, as the OECD-DAC Network on Governance (GOVNET) cautions, ICT only works if it is utilised properly, if there is the ability and resources to sustain it, and if the structures are in place to receive it. There is also the risk of increasing the marginalization of citizens without access to ICT and of governments using ICT as a way to evade substantial reforms. It is not yet clear what works in which context and under which conditions, and more needs to be done to better understand and evaluate innovation in public sector governance<sup>1</sup>.

Given that the seven projects will be concluding at various points between July 2020 and March 2022, and that they are testing potentially innovative ICT approaches and tools, it is an appropriate time to conduct an evaluation to contribute to filling the knowledge gap mentioned above, and to take stock of results achieved.

Thus, the purpose of the evaluation is to:

- Inform stakeholders of results achieved;
- Inform stakeholders about key factors that have contributed to or hindered results;
- Inform the design and implementation of development assistance programming that seeks to use ICT approaches and tools to achieve inclusive governance results.

The intended end users of the evaluation are DFATD, the implementing partners for the seven projects, and potentially other partners and donors with an interest in international development programming that uses ICT approaches and tools to achieve inclusive governance results.

### **1.2 Specific Objectives of the Evaluation**

The specific objectives of the evaluation are the following:

1. Assess the achievement of immediate and intermediate outcomes for each of the seven projects, including the mandatory expected results statements specified in the call for proposals.
2. Assess key factors that have contributed to or hindered the achievement of results.
3. Examine how the innovative ICT tools and approaches may have enhanced or hindered the participation and inclusion of women and marginalized groups.
4. Provide findings, conclusions, recommendations and lessons to fulfill the evaluation purposes as stated above.

<sup>1</sup> GOVNET, 2015. *Quick Guide to Innovation in Public Sector Reform*

## 2. Background Information

The following sub-sections briefly describe the context of the development intervention, the development intervention being evaluated (the evaluation object), the intervention logic and stakeholders.

### 2.1 Development Context

Canada is committed to improving public sector accountability and inclusive governance as part of its development assistance. Canada's *Feminist International Assistance Policy* Action Area 1, Gender Equality and the Empowerment of Women and Girls, and Action Area 5, Inclusive Governance, demonstrates this commitment. Agenda 2030 represents the international community's commitment to building peaceful, just and inclusive societies (SDG 16) that provide access to justice and that are based on respect for human rights, good governance and transparent, effective and accountable institutions, in addition to realizing gender equality and the empowerment of women and girls (SDG 5). Further, the Open Government Partnership (OGP) is a leading global, multilateral initiative focused on open government and has been co-chaired by Canada since October 2018. Its core objective is to secure commitments from governments to promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance in partnership with civil society and the private sector.

Good governance, often measured in terms of transparency, accountability and responsiveness, is a prerequisite to the successful management of economies, effective policy implementation, delivery of citizen services and the maintenance of security and stability. Increasingly, information and communication technologies (ICT) are being promoted as new ways to improve governance, through the use of innovations such as mobile applications, transparency portals, open data portals, and citizen participation mechanisms (interactive vocal servers, social media, etc.). ICTs have been successfully used to enhance citizen, government and civil society engagement, to provide greater access to information and to enable communities to hold governments to account for the quality and responsiveness of service delivery<sup>2</sup>. ICTs also have the potential to play an important role in advancing feminist principles and empowering woman and girls and other marginalized groups. Given that women and girls are often excluded from decision-making processes, ensuring equal access to and inclusion of women in digital technologies can enable greater participation of women in social fora, ensure they have access to important information relevant to their needs, provide a platform for their voices to be heard and included in decision-making processes, and enable them to hold their governments to account.

However, not all ICTs are innovative and they do not always work. As the OECD-DAC Network on Governance (GOVNET) cautions, ICT only works if it is utilised properly, if there is the ability and resources to sustain it, and if the structures are in place to receive it (such as physical infrastructure, technical capacity, etc.). There is also the risk of increasing the marginalization of citizens without access to ICT and of governments using ICT as a way to evade substantial reforms. It is not yet clear what works in which context and under which conditions, and more needs to be done to better understand and evaluate innovation in public sector governance<sup>3</sup>. Thus, the proposed evaluation is an opportunity to contribute to this gap via lessons learned and best practices in order to further the effectiveness of development programming in the governance sector.

### 2.2 Evaluation Object: Description of the Technological Platforms to Strengthen Public Sector Accountability and Citizen Engagement initiative

On July 20, 2015, the Partnerships for Development Innovation Branch of Global Affairs Canada launched a \$25 million call for proposals entitled 'Technological Platforms to Strengthen Public Sector Accountability and Citizen Engagement'. The purpose of this call for proposals was to fund initiatives that would support public sector institutions and civil society to advance equitable democratic reform, deliver effective and sustainable development results to citizens, improve service delivery, combat corruption, and

<sup>2</sup> GOVNET, 2015. *Quick Guide to Innovation in Public Sector Reform*.

<sup>3</sup> Ibid.

engage meaningfully with citizens through the use of technological platforms. The call for proposals resulted in the funding of seven projects, each implemented by a Canadian civil society organization in partnership with local organizations across 12 developing countries. Each project is implementing a technological innovation that would contribute to achieving the objectives of the call. All seven initiatives integrate gender equality, in particular by supporting women's participation in democratic decision-making and the realization of the human rights of women and girls. The call pre-defined mandatory expected outcomes and indicators (see Annex 9) that emphasize women and girls as both beneficiaries and actors to ensure that project activities support results that specifically increase women and girls' wellbeing and empowerment, through the use of technology.

All the initiatives contribute to the ultimate outcome result of increased empowerment of women and marginalized groups to engage in democratic processes and enjoy and exercise their human rights.

The call also required that each project contribute to one or more of three mandatory intermediate outcomes:

- 1) Enhanced equitable and inclusive participation in democratic decision-making processes, especially by women and marginalized groups, through the use of technology.
- 2) Increased use of science and technology by people, especially women and marginalized groups, to hold their governments to account.
- 3) Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups, through the use of technology.

The evaluation will review all of the following 7 projects:

<i>Project Title</i>	<i>Implementing Agency</i>	<i>Countries of Implementation</i>	<i>Budget</i>	<i>Duration</i>
Sustainable Use of Technology for Public Sector Accountability in Nepal	Centre d'étude et de coopération internationale (CECI)	Nepal	\$4,759,702	4 years
Technology for Sustainable Water Resources Governance	Change for Children Association (CFCA)	Nicaragua	\$4,000,000	4 years
Technological platforms for the democratization and improvement of the health system	Centre Hospitalier de l'Université de Montréal (CHUM)	DRC, Burkina Faso and Benin	\$3,772,112	4 years
Building a Technological Platform to Support Victim Services	Justice Education Society of BC (JES)	Guatemala	\$3,675,302	4 years
Technologies for the artisanal sector	C2D Services	Mali	\$3,236,554	4 years
Technological Bridges for Citizen Engagement	Equitas	Jordan, Tunisia, Morocco and Egypt	\$2,835,523	3 years
Power-Up: Women Shaping their Future with Technology	Oxfam Canada	Indonesia	\$2,600,000	3 years

### 2.2.1 Project Descriptions and Logic Models

Please see the following:

**Annex 8** for an overview of the projects

**Annex 9** for mandatory project outcomes and indicators

**Annex 10** for project logic models

**Annex 11** for Gantt chart depicting project timelines

### 2.2.2 Stakeholders

Stakeholder consultation is fundamental to the Department of Foreign Affairs, Trade and Development (DFATD) evaluations of development interventions; therefore the Consultant must ensure that stakeholders are consulted throughout the evaluation process. Note: **the Consultant will NOT share draft deliverables with stakeholders without DFATD's approval.** This is required to ensure a robust quality assurance throughout the evaluation process.

#### *Main Executing Agencies (Canadian partners)*

#### 1) **EQUITAS: Technological Bridges for Citizen Engagement**

Equitas – International Centre for Human Rights Education is a Canadian organization based in Montreal that promotes and protects human rights through human rights education programs in Canada and globally. Equitas uses a cutting edge human rights education methodology, which integrates a participatory, learner-centered approach with a strong monitoring and evaluation component. Since 1980, through their International Human Rights Training Program and similar training activities, Equitas has directly trained more than 5,000 human rights educators from over 140 countries to promote human rights and social justice. These alumni go on to train others in their respective countries, creating a multiplier effect. Equitas' alumni worldwide are able to remain connected and collaborate through the use of the "Equitas Online Community".

#### 2) **JES: Building a Technological Platform to Support Victim Services**

Justice Education Society of British Columbia (JES) is a Canadian organization based in Vancouver that creates innovative programs and resources to improve legal capability and increase access to justice, at home and abroad, including through the use of digital technologies. JES International works with partners to strengthen criminal justice systems, increase access to justice and provide public legal education and information. The JES International program has worked in various regions of the world to strengthen the capacities of justice systems, and build stronger communities by promoting understanding, access, and confidence in the justice system. JES' current and longstanding focus is on the Northern Triangle in Central America (Guatemala, El Salvador and Honduras) and more recently Panama.

#### 3) **OXFAM CANADA: Power-Up: Women Shaping their Future with Technology**

Oxfam Canada is a Canadian organization based in Ottawa whose mission is to build lasting solutions to poverty and injustice with a focus on improving the lives and promoting the rights of women and girls. It works with Canadians, partners and allies around the world, to mobilize people and resources to change policies, practices, attitudes and behaviours that create inequality and human suffering.

#### 4) **CECI: Sustainable Use of Technology for Public Sector Accountability in Nepal**

Centre d'étude et de coopération internationale (CECI) is an international cooperation organization based in Montreal that was founded in 1958 to combat poverty and exclusion through sustainable development projects in Africa, Asia and the Americas. To this end, CECI builds the development capacities of disadvantaged communities.

#### 5) **C2D SERVICES: Technologies for the artisanal sector (Montréal)**

C2D Services Inc., is a private consulting company in Montréal that supports public and private institutions and organizations in Canada and in developing countries in carrying out organizational and financial reform and in optimizing their systems and practices using innovative strategies, particularly in the sectors of economic growth and management of educational systems.

**6) CHUM: Technological platforms for the democratization and improvement of the health system**

The International Health Unit (IHU) was created in 1989 at the Université de Montréal's faculty of medicine. Since 2000, the IHU has been working more closely with the Centre de recherche of the Centre hospitalier de l'université de Montréal (CHUM) and contributes to its influence in the area of international cooperation. The IHU's key areas of expertise are as follows: 1) health and populations (e.g., STIs-HIV-AIDS and other communicable diseases; nutrition; and the health of women, children and youth); 2) policies, programs and services; and 3) human resources training and institutional building. Three key strategies are used: training, research and technical support.

**7) CFCA: Technology for Sustainable Water Resources Governance**

Change for Children Association (CFCA) is an Edmonton, Alberta-based international development organization with a 39-year history of supporting civil society capacity building in the global south. The mandate of CFCA is to support people living in poverty in organizing to improve their living conditions, and to gain an increased and active role in promoting peace, democracy and human rights. CFCA was founded in 1976 and has been active internationally in more than 20 countries. The organization has engaged in a variety of sectors including: health, nutrition, education, sustainable agriculture, good governance, and income generation for women.

***Donor organisations***

DFATD

***Interested parties***

Other organizations or government programs and agencies who may be considering programming in governance may be interested in the findings of this evaluation with respect to lessons around technological innovations.

**2.3 Evaluation Scope**

The scope of the evaluation covers all seven of the development interventions described in section 2.2.

**3. Evaluation Questions**

The Consultant will address the following questions:

1. To what extent has each of the seven projects achieved the expected immediate (see Logic Models, Annex 10) and mandatory intermediate (as specified in the call for proposals, see Annex 9) outcomes?
2. What results have been obtained by each project?  
(**Note:** This question does not pertain to the extent to which the seven projects achieved their expected results as per the logic model, but what results were obtained. As such, results may correspond with expected results as per the logic model but not necessarily.)
3. Were results achieved relevant to the needs and priorities of the beneficiaries, especially women and marginalized groups?
4. Were the innovative<sup>1</sup> ICT tools and approaches designed and implemented in a way that they will continue to be used beyond the life of the project?

---

<sup>1</sup> Innovation in international assistance can be defined as a process, mindset, and means to enable new or improved locally-driven solutions for better results and greater impact, which benefit and empower the poorest and most vulnerable, including women and girls. Innovative solutions can include business models, policy practices, approaches, partnerships, technologies, behavioural insights, financing mechanisms or ways of delivering products and services. It can be either an entirely new solution (transformational) or an improvement to an existing development practice (incremental).

**Note:** For the following two questions (five and six), the Consultant must identify a limited number of key factors (assumptions) to be assessed through a review and reconstruction of the theory of change for each project based on programming documents and discussions with key stakeholders during the inception phase. Contributing and/or hindering factors have to be supported with robust evidence. Finally, among the factors, particular attention must be paid to how the ICT tools and approaches may have hindered or enhanced the participation and inclusion of women and marginalized groups.

5. What key factors hindered the achievement of expected results?
6. What key factors contributed to the achievement of the obtained results (as measured by question two)?

#### **4. Roles and Responsibilities**

##### **4.1 Consultant**

The Consultant will carry out the evaluation in conformity with the “*OECD/DAC (2010) Quality Standards for Development Evaluation*” and best practices in evaluation.

The Consultant will have the overall responsibility for:

- Ensuring that all products adhere to the *OECD/DAC (2010) Quality Standards for Development Evaluation*;
- Managing the evaluation following the work plan approved by the Project Technical Authority (PTA);
- Preparing and submitting all deliverables for revision and approval by the PTA;
- Reporting regularly on progress to the PTA;
- Preparing ToRs for the hiring of local consultant(s) and/or translators if required;
- Putting together a team with the requisite skills, subject to the PTA’s approval; and
- Ensuring the quality assurance of all deliverables.

##### **4.2 Department of Foreign Affairs, Trade and Development**

The PTA in charge of the evaluation will be responsible for the following:

- Acting as the main contact person for the Consultant;
- Reviewing, commenting and approving all deliverables, and facilitating access to documentation and people deemed of importance to the evaluation process;
- Ensuring that all deliverables meet the OECD/DAC Quality Standards, in collaboration with DFATD Diplomacy, Trade and Corporate Affairs Evaluation Division, and as required with sector and thematic specialists;
- Sharing deliverables with key stakeholders;
- Collecting stakeholders’ comments on the draft report;
- Including the management response in the final Evaluation Report;
- Including verbatim stakeholders’ comments (if applicable); and
- Disseminating the evaluation.

#### **5. EVALUATION METHODOLOGY AND APPROACH**

The evaluation will utilize Theory-based and Case-based approaches along with contribution analysis<sup>2</sup>. The evaluation will also utilize mixed methods and draw on quantitative and qualitative data. These complementary methods and collection of different sources of data will be deployed to ensure that the evaluation:

1. Responds to the needs of users and their intended use of the evaluation results;
2. Integrates gender equality principles throughout the evaluation process including participation and consultation of key stakeholders; and

<sup>2</sup> See “Contribution Analysis” Better Evaluation [https://www.betterevaluation.org/en/plan/approach/contribution\\_analysis](https://www.betterevaluation.org/en/plan/approach/contribution_analysis)



3. Triangulates the data collected to provide reliable information on the extent of results and benefits for stakeholders.

Data will be disaggregated by relevant criteria (age, sex, geographic area, etc.) wherever possible. The evaluation will also be sensitive to fair power relations amongst stakeholders (in particular women and marginalized groups).

The evaluation will follow the OECD/DAC (2010) *Quality Standards for Development Evaluation* and best practices in evaluation. Though, references are made to the OECD/DAC criteria (effectiveness, efficiency, relevance and sustainability), the evaluation must not be structured on the basis of the OECD/DAC criteria but rather on the basis of the evaluation questions indicated in section 3.

### **5.1 Project interventions, Logic Models and Theories of Change**

The evaluation will utilize a theory-based approach, which means that the evaluation methodology will be based on the careful analysis of the intended outcomes, outputs, activities, and the contextual factors (that may have had an effect on implementation of project interventions) and their potential to achieve the desired outcomes as outlined in Annexes 9 and 10. The analysis of the projects' theory of change, and the participatory validation/update of its intervention logics, will therefore play a central role in the design of the evaluation (inception phase), in the analysis of the data collected throughout its course, in the reporting of findings, and in the development of conclusions and of relevant and practical recommendations.

### **5.2 Evaluation Questions 5 and 6 and Assumptions**

The evaluation questions will guide the evaluation and should also draw on the findings from the participatory validation/update of each project's theory of change. Questions 5 and 6 must be complemented by sets of assumptions that capture key contributing factors within the intervention logic. This will enable the Consultant to gauge if the preconditions – that allow for the contribution to obtained results – are fulfilled. Key stakeholders (as identified by the DFATD) are to be consulted on evaluation questions and assumptions in order to improve the utility of evaluation findings. The data collection for each of the assumptions will be guided by clearly formulated quantitative and qualitative indicators.

### **5.3 Well-designed Country Case Studies**

A well-designed case-based approach is expected to be at the center of the evaluation methodology. Case studies will aim to maximize the breadth and depth of insights into the evaluation questions and provide a comprehensive and nuanced picture of the actions of the projects and their effects. They will, therefore, be illustrative (rather than statistically representative), exemplifying the range of contexts addressed and interventions undertaken by the various projects. Case studies will investigate the design and implementation of project interventions, and the results achieved within their specific country contexts. Attention will be given to issues of gender equality and equity (marginalized groups). Case studies should examine, as much as possible, the same units of analysis to facilitate cross-case comparison and analysis of results. Each case study will rely on multiple sources and types of evidence (both quantitative and qualitative) to increase the validity of their findings and the resulting conclusions of the evaluation.

### **5.4 Data Collection Tools (Quantitative and Qualitative)**

Data collection for the evaluation will utilize a range of different data collection tools, including but not limited to comprehensive document review, group interview and focus groups, interviews with key informants, online surveys and workshops.

Given time and budget constraints, it will not be possible for the Consultant to undertake in-country field data collection in all countries. However, all countries are to be covered. Thus, the Consultant is expected to collect data through the use of ICT tools and approaches, such as on-line interviews and surveys, web-based group interviews, focus groups and workshops. During field data collection, the Consultant should also make use of ICT field data collection tools such as *KoBo Toolbox*, *ODK*, etc<sup>3</sup> and field enumerators as necessary.

<sup>3</sup> These tools are given as examples as they are used for development and humanitarian evaluation purposes supported by large donors. DFATD does not indicate here any preferences. These are free and open source tools.

The Consultant is also expected to collect data from women and marginalized groups themselves through, if possible but not limited to, the use of the ICT tools and approaches that will have been implemented by the implementing partners. This evaluation data collection exercise by itself may be informative about the use of the various ICT tools and approaches in reaching targeted women and marginalized groups.

#### **5.4.1 Group interviews and focus groups**

Group interviews and focus groups will be conducted by the Consultant's team with project staff, service providers, project participants/beneficiaries, as well as other actors, such as participating NGOs, and Civil Society Organizations. Other groups may be included as needed for each project, for example, national and local government officials and decision/policy makers, etc. The initial protocols for focus group discussions will be developed during the inception phase, and will be finalized when preparing the field visits. When organizing focus group discussions and interviews, attention will be given to ensure: gender balance, geographic distribution, cultural sensitivity, and inclusion of marginalized groups and representation of the stakeholders at all levels (service providers/target groups/communities). In particular, the Consultant will reflect on the categories of stakeholders targeted by the evaluation as an important component while choosing the type of focus groups (e.g. socially homogeneous groups vs. groups of diverging point of views). The Consultant's team must detail the characteristics of each sample: the selection method, the rationale for the selection, and the limitations of the sample for interpreting evaluation results.

#### **5.4.2 Interviews with key informants**

Key staff from implementing partners and DFATD will be interviewed by the Consultant's team during the inception phase. During the data collection phase, interviews will be conducted with staff involved in managing project interventions in-country. Additional interviews will be conducted with key actors in relevant countries as well as with beneficiaries. The Consultant's team must detail the characteristics of each sample: the selection method, the rationale for the selection, and the limitations of the sample for interpreting evaluation results.

#### **5.4.3 Online and field surveys**

Online and field surveys will be conducted by the Consultant's Team with stakeholders that are directly or indirectly involved or impacted by projects. These surveys must enable collection of data from a wide range of stakeholders who may not be able to convene in-person during the evaluation. The utilization of mobile or smart phones (online/offline) to reach targeted populations is highly encouraged.

#### **5.4.4 Workshops**

Workshops with national stakeholders should be held by the Consultant's team as necessary for the country case studies. The purpose of these workshops should be to facilitate focus group discussions to increase validity of findings at national level for the country case studies.

#### **5.4.5 A well-structured evaluation matrix to ensure the validity of evaluation findings**

The Consultant must set-up and maintain an Evaluation Evidence Matrix (EEM) (see Annex 6) to ensure that the collection and recording of data and information is done systematically. This matrix will help the Consultant consolidate in a structured manner all collected information corresponding to each evaluation question and to identify data gaps and collect outstanding information before the end of the data collection phase. The EEM will play important but slightly varying roles throughout all stages of the evaluation process and therefore will require particular attention from the Consultant. Owing to the changing role and function of the EEM over the course of the evaluation, the matrix will need to serve as a series of working tools throughout the evaluation process. It is essential that the evaluation matrices (in the Draft Desk-based Project Reviews, the Country Case Studies and the Final Report) be structured and drafted in a manner that facilitates the easy access of evaluation users to the evidence that support the answer of each evaluation question.

### **6. Evaluation Process**

#### **6.1 Preparatory Phase**

The Project Technical Authority (PTA) at DFATD leads the preparatory work, including the:

- Preliminary compilation of documentation from DFATD on projects;
- Preparation, in collaboration with implementing partners, of a preliminary stakeholder mapping.

## 6.2 Start-up Meeting

The Consultant must attend (in person or via a tele or video conference) a start-up meeting with:

- 1) the PTA in charge of managing the contract and
- 2) a member of the Evaluation Services Unit of the Diplomacy, Trade and Corporate Affairs Evaluation Division.

The purpose of this meeting is to ensure that:

- Participants understand DFATD expectations with regard to the quality of Evaluation deliverables;
- Participants understand DFATD quality assessment processes and timelines;

The Consultant must provide the PTA with any questions that they have in advance of the start-up meeting.

## 6.3 Inception Phase

The Consultant must conduct the design of the evaluation in consultation with DFATD. This phase will include:

- 1) An inception mission to Ottawa, Ontario to engage with DFATD staff. The Evaluation Team Leader must conduct this mission and may be accompanied by another member of the Core Evaluation Team as judged necessary. The Consultant is expected to have previously done an initial review of the documentation compiled by DFATD during the preparatory phase. The said documentation will be made available to the Consultant shortly after contract signature. If travel is not possible at the time of inception phase, the mission to Ottawa may be conducted virtually via video- or tele- conference.
- 2) The compilation and review (existence and quality of data, specifically including sex-disaggregated data) of all relevant documents, beyond those already provided, available from DFATD and implementing partners;
- 3) A stakeholder mapping, complementing a preliminary mapping prepared by DFATD and implementing partners. The stakeholder mapping will be used to facilitate and illustrate the different sets of stakeholders relevant to the evaluation, and their relationships to each other;
- 4) The review of each project logic model to support data collection and analysis for evaluation question #1:
  - a) assess the immediate and mandatory intermediate outcome statements in terms of: is each immediate outcome clearly and unambiguously worded, containing only one idea? can each outcome be measured? is each outcome realistic and achievable? is each outcome located at the proper outcome level? are the causal relationships between outcome levels logical?
  - b) propose measures to address flaws for the purpose of this evaluation;
- 5) The review and update of the intervention logic of each project selected for country case studies, i.e. participatory validation/reconstruction/update of the theory of change;
- 6) The review of the evaluation questions 1 to 4 and formulation of sub-questions and the respective indicators, sources of information and methods and tools for data collection;
- 7) The review of the evaluation questions 5 to 6 and identification of the assumptions (key factors) to be assessed and the respective indicators, sources of information and methods and tools for data collection.
- 8) The development of the evaluation evidence matrix;
- 9) Preliminary interviews of key DFATD staff and implementing partners to develop the country case study approach;
- 10) The design of the field-based case studies, including assumption for verification, units of analysis and data collection strategies;
- 11) The development of a data collection and analysis strategy as well as a concrete work plan for data collection (desk-based (including online or web-based) and field-based) and reporting phases

### **6.3.1 Deliverables for Inception Phase:**

#### **Deliverable 1: Draft Inception Report**

The Consultant must produce a draft inception report, displaying the results of the above-listed steps and tasks. The inception report must follow the structure as set out in Annex 1.

Prior to submission to the PTA, the Consultant must ensure that it was internally quality controlled. DFATD will control the quality of the submitted draft inception report. If the quality of the draft inception report is satisfactory (form and substance), the draft inception report will be circulated by DFATD to implementing partners for comments. In the event that the quality is unsatisfactory, the Consultant will be required to produce a new version of the draft inception report.

#### **Deliverable 2: Final Inception Report**

Based on the comments received in writing from DFATD, the Consultant must make appropriate amendments and submit a revised inception report to the PTA, as set out in Annex 1. For all comments, the Consultant must indicate in writing how they have responded (“trail of comments”). The inception report will be considered final upon approval by the PTA. In the event that the quality is unsatisfactory, the Consultant will be required to produce a new version of the final inception report.

### **6.4 Data Collection Phase**

Data collection will be undertaken according to the DFATD-approved inception Report.

The data collection phase will involve two interrelated components: a desk-based project review and field-based country case studies.

#### **6.4.1 Desk-based project reviews**

Desk-based project reviews will be conducted for each project.

The desk-based project review will serve two primary purposes:

1. Allow evaluators to cover a wider range of country contexts in their data collection and analysis, thus widening the basis for internally and externally valid findings, conclusions and recommendations resulting from the evaluation;
2. Help evaluators to prepare for the field-based case studies, particularly by allowing evaluators to compile and analyze available secondary information, as well as to start formulating more complete contribution assumptions (or hypothesis) that will inform the specific design of the field case studies, supporting, therefore, the in-country (field-based) data collection.

The desk-based project reviews will analyze all existing and available documentation, data and information on projects that have been compiled during the inception phase of the evaluation. The Consultant must work with the implementing partners to solicit further information, documentation and data from project country teams as necessary.

To the extent possible, the desk-based project review should produce information on all evaluation questions and associated indicators identified during the inception phase. Based on the available information, the Consultant should form preliminary findings for questions 1 to 4 and assessments of the assumptions they set out to test for each of the evaluation questions 5 and 6; the findings and assessments should become the basis for the preliminary answers of the evaluation questions.

The Consultant is also expected to use the desk-based project review as a preliminary, preparatory portion of the data collection and analysis for the in-depth, field-based country case studies, in accordance with the case study design developed during the inception phase of the evaluation. This is meant to ensure that the time the Consultant spends in-country can be used as effectively and efficiently as possible to deepen the inquiry for the case studies. For this purpose, the Consultant should also use the end of the desk-based project review as an opportunity to refine the scope of the subsequent field-based inquiry in the field-based case studies.

For each evaluation question, associated sub-question or “assumptions for verification” and respective indicators, the Consultant is expected to present the evidence that has been analyzed with the use of an evaluation evidence matrix.

#### **6.4.2 Field-based country case studies:**

The Consultant must propose in its technical proposal at least 4 countries for the conduct of field-based country case studies, representative of all regions covered by the seven projects (Asia/Americas/Africa/Middle East).

The country missions will serve as the opportunity to carry out the in-depth country case studies and to collect additional information in the selected countries previously examined through desk-based project reviews. The Consultant should address evaluation questions 1 to 4 as well as 5 and 6 as per Annex 4. To answer questions 5 and 6, the Consultant is expected to verify the assumptions set out in the Desk-based project reviews while conducting a contribution analysis.

The Consultant must not conduct country missions without DFATD’s approval, which should be given after DFATD has approved the Draft Desk Review Report for all projects (Deliverable 4). Each country mission is expected to last at least ten working days and must be led by the Evaluation Team Leader or by a Senior Evaluator (see section 8.1). It must also include one local coordinator-specialist (see section 8.2). The latter will provide support to the core evaluation team in preparation of, during, and following the country field work (i.e. provide guidance on the local customs and work procedures and provide assistance by planning and organizing field work, facilitate working relationships with key stakeholders as well as to actively participate in primary data collection).

Country missions will be implemented as per the approved Inception Report.

#### **6.4.3 Deliverables for Data Collection Phase:**

##### **Deliverable 3: Draft desk-based project reviews**

The Consultant must produce seven draft desk-based project reviews. The reviews must follow the structure as set out in Annex 2. Each draft desk-based project review covers a project. The reviews must not present cross-country or cross-project analysis. The utility of the draft project reviews is to provide the Consultant, DFATD and each implementing partner with well written and structured evidence and findings to inform the next phases of the evaluation.

Prior to submission to the PTA, the Consultant must ensure that the seven reports were internally quality controlled. Though the seven draft reviews are not intended for publication they must be of good quality. DFATD will control the quality of each of the submitted draft desk-based project reviews. For each one: if the quality of the draft review is satisfactory (form and substance), the draft review will be circulated by DFATD to its respective implementing partner for comments. In the event that the quality is unsatisfactory, the Consultant will be required to produce a new version of the draft review.

##### **Deliverable 4: Draft Desk Review Report for all Projects**

The Consultant must produce a draft Desk Review Report. This document summarizes the findings for questions 1 to 6 inclusively from the seven desk-based project reviews at the Call-for-proposal level as a whole. Projects and implementing partners must not be identified in the report. The draft Desk Review Report must follow the structure as set out in Annex 3.

Prior to submission, the Consultant must ensure that it was internally quality controlled. DFATD will control the quality of the submitted draft desk review report. If the quality of the draft report is satisfactory (form and substance), the review will be circulated by DFATD to implementing partners for comments. In the event that the quality is unsatisfactory, the Consultant must produce a new version of the draft review.

##### **Deliverable 5: Field-based Country Case Debriefing**

At the end of each of the country missions, the evaluation team must provide DFATD and the implementing partner responsible for that country as well as in-country stakeholders with a debriefing presentation on the preliminary findings of the field-based case study, with a view to increase the validity of the preliminary findings. Any presentation material is to be submitted to the PTA at least two days prior to the session.

## **Deliverable 6: Draft Field-based Country Case Studies**

For each field-based country mission, the Consultant must proceed to prepare a country case study presenting findings per evaluation questions. The country case study must follow the structure as set out in Annex 4.

Prior to submission to the PTA, the Consultant must ensure that it was internally quality controlled. DFATD will control the quality of each of the submitted draft Field-based Country Case Studies. For each case study: If the quality of the draft is satisfactory (form and substance), the draft will be circulated by DFATD to the respective implementing partner for comments. In the event that the quality is unsatisfactory, the Consultant will be required to produce a new version of the draft case study.

### **6.5 Reporting Phase**

The reporting phase must open with an internal analysis by the Consultant of the results of the data collection phase including the desk and field studies. The purpose of this analysis is to generate a substantive and meaningful comparison between the different case studies. The objective is to help the various team members to deepen their analysis with a strategy for identifying the evaluation's findings, main conclusions and related recommendations.

#### **6.5.1 Deliverables for the Reporting Phase**

##### **Deliverable 7: Draft Final Report**

The Consultant will produce a draft final report. The report must be submitted to the PTA for comments and follow the structure as set out in Annex 5. Implementing partners should not be identified in the report. The draft final report should be a maximum of 75 pages, excluding the annexes and executive summary.

Prior to submission, the Consultant must ensure that it was internally quality controlled. DFATD will control the quality of the submitted draft report. If the quality of the draft report is satisfactory (form and substance), the report will be circulated by DFATD to implementing partners for comments. In the event that the quality is unsatisfactory, the Consultant must produce a new version of the draft report.

##### **Deliverable 8: Final Report**

On the basis of the comments received, the Consultant should make appropriate amendments and submit the final report, as set out in Annex 5. For all comments, the Consultant must indicate in writing how they have responded ("trail of comments"). The final report should clearly account for the strength of the evidence on which findings are made so as to support the reliability and validity of the evaluation. The report should reflect a rigorous, methodical and thoughtful approach. Conclusions and recommendations must be built upon the findings of the evaluation. Conclusions must clearly reference the specific evaluation findings they have been derived from; recommendations must reference the conclusions they are responding to. The final report should be a maximum of 75 pages, excluding the annexes and executive summary. In the event that the quality is unsatisfactory, the Consultant will be required to produce a new version of the final report.

The report is considered final once it is formally approved by DFATD.

##### **Deliverable 9: Final Field-based Country Case Studies**

For each field-based country mission, the Consultant must submit a final country case study. Each of the country case studies must follow the structure as set out in Annex 4.

Each of the field-based country case studies are considered final once it is formally approved by DFATD.

##### **Deliverable 10: Evaluation Brief**

The Consultant is required to draft an Evaluation Brief. It consists of a short paper with infographics documenting the process of the evaluation and presenting the main results. It will be based upon the Final Report and is different and separate from the executive summary of the Final Report (Deliverable 8). The Evaluation Brief must be provided in French and English. Professional translation to French as well as copy-editing of the French and English versions of the brief is the responsibility of the Consultant.

## **6.6 Management Response**

The Consultant is not responsible for this task.

DFATD will coordinate and oversee the preparation of the management response to the evaluation report. Recommendations are systematically responded to and action taken by the body targeted in each recommendation. The implementing partners in turn will be responsible for presenting the findings of the evaluation to the appropriate stakeholders. DFATD will compile the management responses from the different targeted bodies into one single management response report to be appended to the evaluation.

## **6.7 Dissemination**

Dissemination of results will occur at various points throughout the evaluation (as per section 6.5 – Reporting Phase) to facilitate ongoing learning. Note that the Consultant must not share draft deliverables with stakeholders without PTA approval. This is required to ensure a robust quality assurance throughout the evaluation process.

### **6.7.1 Deliverables for Dissemination**

#### **Deliverable 11: Dissemination presentation**

The Consultant's Evaluation Team Leader must present the evaluation results during an information session at DFATD HQ to support knowledge sharing focused on key findings and lessons learned.

## **7. Consultant Profile**

The Consultant must propose a team composed of the following categories:

1. Core Evaluation Team
2. Local Coordinator-Specialists
3. Quality Assurance Personnel
4. Additional Specialized Personnel
5. Additional Non-Specialized Personnel

The roles and responsibilities of the Consultant's proposed team members is to be defined by the Consultant in its Technical Proposal.

### **7.1 Core Evaluation Team**

The core evaluation team is composed of at least an Evaluation Team Leader and a Senior Evaluator and may include other subject matter experts to ensure that the core evaluation team together, in addition to its extensive experience working on similar development evaluations as described in these ToRs, also possesses technical expertise in i) ICT, ii) Governance, iii) Gender Equality, iv) Quantitative Data Analysis and v) Qualitative Data Analysis.

### **7.2 Local Coordinators-Specialists**

Reporting to the Core Evaluation Team, each of the at least 4 field-based country case studies must have an assigned Local Coordinator-Specialist. The same resource may be proposed for more than one country as long as they have demonstrated experience and knowledge of the local language(s) needed to do the work of the evaluation in each country for which they are being proposed. If the Local Coordinator-Specialist does not have knowledge of the local language(s) needed to do the work of the evaluation, a translator should be contracted.

### **7.3 Quality Assurance Personnel**

As part of the evaluation's quality assurance, the Bidder must have quality assurance personnel that are independent from the Core Evaluation Team, the Local Coordinators-Specialists and additional specialized or non-specialised personnel.

### **7.4 Additional Specialized Personnel**

The Core Evaluation Team may draw upon additional intermediate level evaluators and/or resources with specialized technical expertise as necessary to support in the evaluation mandate. The Core evaluation

team will be responsible for the identification, procurement and management of these technical experts for implementation and achievement of results.

### **7.5 Additional Non-Specialized Personnel**

The Core Evaluation Team may draw upon other non-specialized staff, as necessary. These resources may include, but are not limited to:

- Researchers
- Editorial and communications staff
- Administrative and logistical assistance personnel
- Translators
- Enumeration personnel

The Core evaluation team will be responsible for the identification, procurement and management of these Non-Specialized experts for implementation and achievement of results.

### **8. Language Level**

Each member of the Consultant's team must possess the following levels in English:

Oral = 4 – Advanced Professional Proficiency

Reading = Level 4 – Advanced Professional Proficiency

Writing = Level 4 – Advanced Professional Proficiency

At least one member of the Core Evaluation Team, preferably the Evaluation Team Leader or Senior Evaluator, must possess the following levels in French:

Oral = 4 – Advanced Professional Proficiency

Reading = Level 4 – Advanced Professional Proficiency

Writing = Level 4 – Advanced Professional Proficiency

The description of the language requirements can be consulted in Annex 12 - DESCRIPTION OF LANGUAGE SCALES/LEVELS

### **9. Quality Assurance**

The Consultant must have an Evaluation Quality Assurance System (EQAS) that will be used throughout the evaluation process. That is, the Consultant must dedicate specific resources to quality assurance efforts and must have quality assurance mechanisms which will be applied throughout the evaluation process.

#### **Quality of evaluation deliverables**

The first level of quality assurance for evaluation deliverables will be conducted by the Consultant. That is, the Consultant must systematically quality control all deliverables prior to submission to the PTA.

The second level of quality assurance for evaluation deliverables will be conducted by DFATD. Deliverables will be reviewed by i) DFATD Program staff, ii) DFATD Diplomacy, Trade and Corporate Affairs Evaluation Division staff and, iii) DFATD specialists. As part of DFATD's decentralized EQAS, a Quality Assurance Report (QAR) will be applied in the assessment of deliverables for this evaluation. The QAR uses evaluation quality standards that follow primarily the OECD/DAC *Quality Standards for Development Evaluation*, but also the United Nations Evaluation Group *UNEG Norms and Standards for Evaluation* and best practices from the international evaluation community. To further enhance the quality and credibility of this evaluation, DFATD-identified stakeholders will also comment on the deliverables (factual checks). The PTA maintains an oversight function and approves all deliverables.

### **10. Location Of Work**

The location of the work is to be determined by the Consultant.



## 11. Travel

The Consultant will be required to travel to Ottawa, Ontario for the inception phase, and to at least 4 countries representative of the regions covered by the seven projects (Asia, Americas, Africa, and Middle East) for the field-based case studies. If travel is not possible at the time of inception phase, the mission to Ottawa may be conducted virtually via video- or tele- conference. Potential travel may also be required to visit implementing partner offices in Canada and to the ICT partners of the implementing partners (e.g. U.K., Belgium, etc.), via teleconference, videoconference, or in person.

Dates and times for the inception meeting in Ottawa will be confirmed at Contract award.

## 12. INDICATIVE TIME SCHEDULE AND DELIVERABLES

#	Deliverable	Indicative time schedule
<b>INCEPTION PHASE</b>		
	Start-up meeting	Within 3 weeks of contract signature
	Mission to Ottawa	Within 2 weeks of start-up meeting
1	Draft Inception Report	4 weeks following the mission in Ottawa
2	Final Inception Report	1-2 weeks after receiving comments from PTA on draft inception report
<b>DATA COLLECTION PHASE</b>		
3	Draft Desk-based Project Reviews	5 weeks after final inception report approved
4	Draft Desk Review Report for all projects	2 weeks after receiving comments from PTA on the draft desk-based Project Reviews
5	Field-based Country Case Debriefing	At the end of each mission
6	Draft Field-based Country Case Studies	Up to a maximum of 12 weeks after Draft Desk Report for all projects (Deliverable 4) approved
<b>REPORTING PHASE</b>		
7	Draft Final Report	3 weeks after submission of the Draft Field-based Country Case Notes
8	Final Report	2 weeks after receiving comments from PTA on the draft final report
9	Final Field-based Country Case Studies	Submitted with Final Report, incorporating comments from PTA
10	Evaluation Brief	2 weeks after the approval of the final evaluation report
<b>DISSEMINATION PHASE</b>		
11	Dissemination presentation	Up to a maximum of 12 weeks after the approval of the final report

All deliverables must be prepared in English, and submitted to the PTA at DFATD. Only the executive summary of the final evaluation report must be submitted in both official languages. All drafts should be submitted in English and the final version of the executive summary translated to French within 30 days of approval.

Deliverables must be submitted in MS Word or in compatible software. PDF files are not acceptable. If need be, DFATD will convert files into PDF format. Presentations to be delivered must be submitted in electronic format to DFATD prior to delivery.

Upon DFATD's request, the Consultant must submit documents used/created under the current mandate (e.g. questionnaires, focus groups protocols, interview notes, raw data, survey data, database(s)).

**Annex 1: Outline Inception Report****Table of Contents****List of Acronyms****List of Tables (\*)****List of Figures****1. Rationale, Purpose and Specific Objectives**

*Should include:* rationale, purpose and specific objectives of the evaluation.

**2. Development Context**

*Should include:* a description of key contextual element, specific to the call for proposal and specific to each project;

**3. Project descriptions**

*Should include:* a brief description of each project (e.g. the time period; budget; geographical area; programming; stakeholder mapping; organizational set-up; implementation arrangements)

**4. Project Intervention Logic**

*Should include:* an analysis of each project theory of change to identify the causal pathways (from activities to results) to inform evaluation questions.

**5. Evaluation Approach and Methodology**

*Should include:* (i) a description and an explanation of the evaluation approaches, evaluation methodology and its application; including details of, and justification for, the methodological choices; (ii) description of the methods of data collection for the desk and field-based case studies -- incl. data collection plan; preparation of interview and issues guides for interviews and focus groups, harmonization of approaches across country case studies, preparation process and logistics; recruitment of field teams; (iii) approach and design proposal for surveys; (iv) description of samples, sampling choices/methods and limitations regarding the representativeness of samples for interpreting evaluation results. (iv); data analysis plan (i.e. how the information collected will be organized, classified, tabulated, inter-related, compared and displayed relative to the evaluation questions, including how multiple sources will be integrated – qualitative and quantitative); (v) limitations.

**6. Proposed Evaluation Questions**

*Should include:* a set of evaluation questions with the explanatory comments associated with each question; overall approach for answering the evaluation questions; detailed proposed evaluation questions (including: rationale; method/chain of reasoning; assumptions to be assessed and corresponding qualitative and/or quantitative indicators).

**7. Evaluation Management**

*Should include:* team composition and distribution of tasks, roles and responsibilities; the contractor's approach to ensure quality assurance of all evaluation deliverables.

**8. Implementation plan**

*Should include:* a detailed plan for the next phases/stages of the evaluation; including detailed plans for countries selected for field visits, including the list of interventions for in-depth analysis in the field (explanation of the value added for the visits), preparation process and logistics, recruitment of field teams.

**9. Detailed Evaluation Budget****10. Annexes**

*Should include:*

- Terms of Reference
- Reconstructed Theory of Change for each project
- Portfolio of project interventions
- Stakeholder mapping
- Evaluation evidence matrix as per Annex 3
- Sampling details for each sample

- 
- Draft list of proposed interviewees, focus groups, etc.
  - Draft data collection tools (e.g. template for questionnaire-based interview and surveys; focus group and other participatory methods protocols)
  - Gantt Chart and calendar of activities, including details on the anticipated level of effort
  - List of persons met for the inception report
  - List Document consulted for the inception report

(\*) Tables, graphs and diagrams should be numbered and have a title.

## Annex 2: Draft Desk-based Project Reviews

[Project Name]

Table of Contents

List of Acronyms

### 1 Context

*Should include:* contextual background relevant to the specific project

### 2 Project descriptions

*Should include:* a brief description of the specific project (e.g. the time period; budget; geographical area; programming; stakeholder mapping; organizational set-up; implementation arrangements)

### 3 Project Intervention Logic

*Should include:* an analysis of the specific project theory of change to identify the causal pathways (from activities to results) to inform evaluation questions.

### 4 Methodology of the Project Reviews

*Should include:* scope of the review; data collection and analysis including limitations.

Note: this section can be the same for each review.

### 5 Main Findings

*Should include:* Answers to the evaluation questions as follows:

#### 5.1 Questions 1 to 4 inclusively

For each evaluation question, key finding(s) are presented as follow:

**Finding # – Finding Statement** [*Findings are numbered successively to ease cross-references. The length of a finding statement is of 1 to maximum 2 lines in bold character*]

*1<sup>st</sup> Paragraph:* Explanation detailing the finding statement

*Following Paragraph(s):* present the analysis of the data/info on which the finding is based. It provides sufficient detail on the sources of data/info so that the adequacy of the information can be assessed. The text is structurally presented in a way that eases cross-referencing to the Evaluation Evidence Matrix located in the annex while never referencing to the annex. i.e. a reader can read the text without the need to access the annex.<sup>4</sup>

*Following Paragraph:* present data gaps where the findings cannot be fully triangulated and/or discuss the validity and reliability of the data, as well as any weaknesses in the analysis used to support the finding.

#### 5.2 Questions 5 and 6

Each question is divided into two sub-sections: i) Assumptions verification and ii) Contribution analysis.

i) **Assumptions verification.** Each of the assumptions is presented along with an analysis of the data that supports the validation of the assumptions. The text provides sufficient detail on the sources of data so that the adequacy of the information can be assessed. It is also structurally presented in a way that eases cross-referencing to the evaluation evidence matrix located in the annex while never referencing to the annex. Finally, the text discusses the validity and reliability of the data, as well as any weaknesses in the analysis; where necessary, it states data gaps where a finding could not be triangulated.

ii) **Contribution analysis.** This section is structured by contribution statements. Each statement is explained and supported by a summary of the data analysis on which it is based.

### Annex

- Evaluation evidence Matrix as per Annex 6
- List Document consulted for draft desk-based project review
- List of persons interviewed (online or in person) for draft desk-based project review

<sup>4</sup> See description the *Evaluation Evidence Matrix* in annex 6.

## Annex 3: Draft Desk Review Report

### Table of Contents

### List of Acronyms

#### 1 Context

*Should include:* contextual background relevant to the Call for proposal

#### 2 Call for proposal descriptions

*Should include:* a brief description of the Call for proposal (e.g. the time period; budget; geographical area; programming; stakeholder mapping; organizational set-up; implementation arrangements, intervention logic).

#### 3 Methodology of the Project Reviews

*Should include:* scope of the review; data collection and analysis including limitations.

#### 4 Main Findings

*Should include:* Answers to the evaluation questions 1 to 6 inclusively as follows. For each evaluation question, key finding(s) are presented as follow:

**Finding # – Finding Statement** [*Findings are numbered successively to ease cross-references. The length of a finding statement is of 1 to maximum 2 lines in bold character*]

*1<sup>st</sup> Paragraph:* Explanation detailing the finding statement

*Following Paragraph(s):* present the analysis of the data/info on which the finding is based. It provides sufficient detail on the sources of data/info so that the adequacy of the information can be assessed. The text is structurally presented in a way that eases cross-referencing to the Evaluation Evidence Matrix located in the annex while never referencing to the annex. i.e. a reader can read the text without the need to access the annex.<sup>5</sup>

*Following Paragraph:* present data gaps where the findings cannot be fully triangulated and/or discuss the validity and reliability of the data, as well as any weaknesses in the analysis used to support the finding.

#### 5 Conclusions

Should include: a full set of conclusions. The conclusion section is structured by conclusion statements. Each statement is explained and supported by a discussion that critically analyzes the specific findings which led to the conclusions and ensures a clear link between the conclusions and the recommendations.

#### Annex

- Evaluation evidence Matrix as per Annex 6
- List Document consulted for draft desk-based project review
- List of persons interviewed (online or in person) for draft desk-based project review

<sup>5</sup> See description the *Evaluation Evidence Matrix* in annex 6.

## Annex 4: Field-based Country Case Studies

### Title: [Name of Country] Case Study

#### Table of Contents

#### List of Acronyms

#### 1. Context

*Should include:* country background relevant to the project interventions in the country

#### 2. Methodology of the Country Case Study

*Should include:* scope of the country case study; data collection and analysis during the country case study including limitations and restrictions

#### 3. Main Findings

*Should include:* Answers to the evaluation questions.

#### 3.1. Questions 1 to 4 inclusively

For each evaluation question, key finding(s) are presented as follow:

**Finding # – Finding Statement** [*Findings are numbered successively to ease cross-references. The length of a finding statement is of 1 to maximum 2 lines in bold character*]

*1<sup>st</sup> Paragraph:* Explanation detailing the finding statement

*Following Paragraph(s):* present the analysis of the data/info on which the finding is based. It provides sufficient detail on the sources of data/info so that the adequacy of the information can be assessed. The text is structurally presented in a way that eases cross-referencing to the Evaluation Evidence Matrix located in the annex while never referencing to the annex. i.e. a reader can read the text without the need to access the annex.<sup>6</sup>

*Following Paragraph:* present data gaps where the findings cannot be fully triangulated and/or discuss the validity and reliability of the data, as well as any weaknesses in the analysis used to support the finding.

#### 3.2. Questions 5 and 6

Each question is divided into two sub-sections: i) Assumptions verification and ii) Contribution analysis.

- i) **Assumptions verification.** Each of the assumptions is presented along with an analysis of the data that supports the validation of the assumptions. The text provides sufficient detail on the sources of data so that the adequacy of the information can be assessed. It is also structurally presented in a way that eases cross-referencing to the evaluation evidence matrix located in the annex while never referencing to the annex. Finally, the text discusses the validity and reliability of the data, as well as any weaknesses in the analysis; where necessary, it states data gaps where a finding could not be triangulated.
- ii) **Contribution analysis.** This section is structured by contribution statements. Each statement is explained and supported by a summary of the data analysis on which it is based.

#### 4. Conclusions

*Should include:* a full set of conclusions. The conclusion section is structured by conclusion statements. Each statement is explained and supported by a discussion that critically analyzes the specific findings which led to the conclusions and ensures a clear link between the conclusions and the recommendations.

#### Annexes

- Evaluation Evidence Matrix (for each country) as per Annex 6.
- List of document consulted for field-based country case-study
- List of persons interviewed for field -based country case-study

<sup>6</sup> See description the *Evaluation Evidence Matrix* in annex 6.

## Annex 5: Final Report

### Table of Contents

### List of Acronyms

### List of Tables (\*)

### List of Figures

### Executive Summary

*Should include:* See annex 7

#### 1. Rationale, Purpose and Specific Objective of the Evaluation

*Should include:* Rationale, purpose and specific objectives of the evaluation;

#### 2. Development Context

*Should include:* a description of key contextual element, specific to the call for proposal;

#### 3. Project descriptions

*Should include:* *Should include:* a brief description of each project (e.g. the time period; budget; geographical area; programming; stakeholder mapping; organizational set-up; implementation arrangements);

#### 4. Methodology

Note: This is a standalone document. Information included in the inception report may be used (synthesized, copied and updated as needed) in this section while never referencing to the inception report. This section can be complemented in an annex.

*Should include:* Should include: a description and an explanation of the evaluation approaches and methodology (*details of*<sup>7</sup>, and justification for, methodological choices) and its application (*details of* what was done along with limitations and shortcomings). The report acknowledges any constraints encountered and how these have affected the evaluation, including the independence and impartiality of the evaluation.

#### 5. Main findings and analysis

This section is divided by evaluation questions. Under each evaluation question, key finding(s) are presented as follow:

**Finding # – Finding Statement** [*Findings are numbered successively to ease cross-references. The length of a finding statement is of 1 to maximum 2 lines in bold character*]

**1<sup>st</sup> Paragraph:** *Explanation detailing the finding statement*

**Following Paragraph(s):** *present the analysis of the data/info on which the finding is based. It provides sufficient detail on the sources of data/info so that the adequacy of the information can be assessed. The text is structurally presented in a way that eases cross-referencing to the Evaluation Evidence Matrix located in the annex while never referencing to the annex. i.e. a reader can read the text without the need to access the annex.*<sup>8</sup>

**Following Paragraph:** *present data gaps where the findings cannot be fully triangulated and/or discuss the validity and reliability of the data, as well as any weaknesses in the analysis used to support the finding.*

#### 6. Conclusions

*Should include:* at least one conclusion for each evaluation issue. Additional conclusions may encompass more than one issue. Conclusions are presented as follow:

**Conclusion # – Conclusions Statement** [*Conclusions are numbered successively to ease cross-references. The length of a conclusion statement is of 1 to maximum 2 lines in bold character*]

<sup>7</sup>“*Details of*” pertain to: techniques for data collection (including sampling choices/methods, samples and limitations regarding their representativeness for interpreting evaluation results) and data analysis.

<sup>8</sup> See description the *Evaluation Evidence Matrix* in annex 6.

**I<sup>st</sup> Paragraphs:** 1) Explain the conclusion in more detail and 2) State the specific findings # to which the conclusion pertains.

**Following paragraph:** present the analysis of the findings on which the conclusion is based (i.e. critically analyzes the findings which led to the conclusions and ensures a clear link between the conclusions and the recommendations).

## 7. Recommendations

Recommendations are clear, relevant, targeted and actionable so that the evaluation can be used to achieve its intended purpose(s), thus meeting the needs of the intended users. Recommendations must flow logically from the conclusions. The number of recommendations should be limited to a maximum of five. Recommendations are presented as follow:

*Should include for each recommendation:*

**Recommendation # – Recommendation Statement** [Recommendations are numbered successively and ranked (prioritized) according to their relevance and importance to the evaluation purpose. The length of a recommendation statement is of 1 to maximum 2 lines in bold character];

**Targeted party:** [body targeted by the recommendation]

**Priority level:** [low, medium, high]

**Link to Conclusion:** [e.g. #X and #Y]

**Following paragraph:** 1) Explain the recommendation in more detail and 2) State the specific conclusion # to which the recommendation pertains.

## 8. Lessons

Only lessons of importance should be stated. Lessons must logically flow from the conclusions. They are not recommendation nor are they the link between conclusions and recommendations. Lessons inform stakeholders beyond the scope of the intervention under review.

**Lesson # – Lessons Statement** [Lessons are numbered successively to ease cross-references. The length of a Lesson statement is of 1 to maximum 2 lines in bold character statement is of 1 to 2 text lines in bold character]

**Following paragraph:** 1) Explain the lesson in more detail and 2) State the specific conclusion # to which the recommendation pertains.

The final version of the evaluation report must be presented in a way that enables publication without need for any further editing (see section e below).

**Annexes** must be confined to a separate volume

*Should include:* ToR, Evaluation matrix duly completed; Country Case Studies; Desk-based Project Report; portfolio of interventions; methodological instruments used (survey, focus groups, interviews etc.); sampling and samples; bibliography; list of people interviewed; additional information on overall context, project or aspects of methodology and analysis as necessary.

(\*). Tables, Graphs, diagrams, maps etc. presented in the final evaluation report must also be provided to the Evaluation Office in their original version (in Excel, PowerPoint or word files, etc.).



### Annex 6: Structure of the Evaluation Evidence Matrix

The table below represents the structure for the evaluation evidence matrix (EEM) in which each evaluation question must be included. This matrix will become the starting point for subsequent versions of the EEM that the Consultant's team will use to compile and organize data and information throughout the evaluation process. The EEM will serve as a working tool throughout the evaluation process and will specifically be useful during:

- the **design of the evaluation (i.e., the inception phase)**, the EEM will be used to capture core aspects of the evaluation design: (a) what will be evaluated (i.e. evaluation questions and related issues to be examined); (b) how to evaluate (sources of information and methods and tools for data collection). In this way, the matrix will also help the Consultant's team and DAFTD to check the feasibility of evaluation questions and the associated data collection strategies.
- the **data collection phase of the evaluation**, the EEM will help the Consultant's team to: (a) approach the collection of information in a systematic, structured way; (b) identify possible gaps in the evidence base of the evaluation; and (c) compile and organize the data to prepare and facilitate the systematic analysis of all collected information.
- the **analysis and reporting phase**, the EEM will help the Consultant's team to conduct the analysis in a systematic and transparent way, by showing clear association between the evidence collected and the findings and conclusions derived on the basis of this evidence.
- the **dissemination phase**, and the actual use of the evaluation, the EEM plays a key role for making sure that users of the report can understand how the Consultant's team interpreted the available evidence to arrive at their findings, so that they are considered credible and valid.

#### Outline for evaluation evidence matrix – Question 1 to 4 inclusively

<b>Evaluation Question 1</b>	<i>[Text of Evaluation Question]</i>		
<b>Rationale</b>	<i>[Summary of how the 'sub-questions will be used to answer the main evaluation question]</i>		
<b>Sub-Question 1.1</b>	<i>[Text of Sub-question 1.1]</i>		
<b>Data / Indicators</b>	<b>Sources of information</b>	<b>Methods and tools for data collection</b>	<b>Notes</b>
Indicator or Data 1.1.1 Indicator or Data 1.1.2 Etc.			(e.g. representativeness of the sample when applicable)
<b>Sub-Question 1.2</b>			
Etc.			

#### Outline for evaluation evidence matrix – Questions 5 and 6

<b>Evaluation Question 7</b>	<i>[Text of Evaluation Question]</i>		
<b>Chain of Reasoning</b>	<i>[Summary of how the 'Assumptions for verification' will be used to construct the answer to the evaluation question]</i>		
<b>Assumption for verification 1.1</b>	<i>[Text of Contribution Assumption 1.1]</i>		
<b>Indicators</b>	<b>Sources of information</b>	<b>Methods and tools for data collection</b>	<b>Notes</b>
Indicator 1.1.1 Indicator 1.1.2 Etc.			(e.g. representativeness of the sample when applicable)
<b>Assumption 1.2</b>	<i>[Text of Contribution Assumption 1.2]</i>		
Etc.			

**Annex 7: Outline of the Executive Summary with instructions***(MAXIMUM OF 6 PAGES)***Evaluation Title:** *Insert the complete name of the evaluation***Evaluation Type:** *Formative, summative, prospective, thematic, etc.***Commissioned by:** *DFATD Program Branch (in the case of Joint evaluation; list agencies involved)***Consultant:** *Name of the firm/individual contracted to conduct the evaluation***Date:** *Month and year submitted***Rationale and Purpose of the Evaluation***As per the ToR.***Specific Objectives of the Evaluation***As per the ToR.***Scope of the Evaluation***As per the ToR.***Development Context***Description of the context in which the intervention was implemented, including key local government policies and strategies and socio-economic, political and cultural factors of relevance for the intervention.***Intervention***Description of the intervention being evaluated, including: ultimate outcome, start and end dates, budget, geographical area covered, main components, and crosscutting issues addressed (i.e. gender equality, environmental sustainability and governance).***Intervention Logic***List the ultimate, intermediate and immediate outcomes as per the Logic Model (LM).***Stakeholders***As per the ToR.***Evaluation Approach and Methodology***Description of the (1) Evaluation approach, (2) Methodology, (3) Techniques for data collection and analysis, (4) Sampling, and (5) Limitations of the evaluation.***Key Findings\****Select and list key findings.***Key Conclusions\****Select and list key conclusions.***Key Recommendations\****Select and list key recommendations.***Key Lessons***Select and list key lessons.*

\*The findings, conclusions, recommendations and lessons listed above are those of the consultant and do not necessarily reflect the views of Global Affairs Canada or the Government of Canada. GAC does not guarantee the accuracy of the information provided in this report.

**Management Responses**

**GAC response:** *The program may wish to publish management responses where it is targeted by a recommendation. Otherwise, a generic response can be provided e.g. The Department took note of the consultant's findings, conclusions and recommendations and has shared them with relevant stakeholders for consideration.*

**Cooperation Partner(s) response(s):** *Partners may wish to provide management responses where they are targeted by a recommendation. Otherwise, a generic response can be provided e.g. The partner(s) took note of the consultant's findings, conclusions and recommendations and has(have) shared them within the organization(s) for consideration.*

**Language:** *This report is only available in (language). If you would like a copy, please contact [info@international.gc.ca](mailto:info@international.gc.ca)*

## Annex 8: Overview of Projects

Project	DFATD \$	Duration	Country Focus/Beneficiaries	Project Partners	Project Description	Intermediate Outcomes
Technological Bridges for Citizen Engagement <i>implemented by</i> <b>Equitas</b>	\$2,835,523	3 years	Jordan, Tunisia, Morocco, Egypt  Aiming to reach 210 intermediaries and 590 beneficiaries overall (particularly marginalized groups, including women, youth and persons living with disabilities)	Local Partners: <ul style="list-style-type: none"> <li>▪ CVT’s New Tactics in Human Rights program (New Tactics – Jordan)</li> <li>▪ RUWWAD (Jordan)</li> <li>▪ Centre Tunisien méditerranéen – TuMed (Tunisia)</li> <li>▪ Association Marocaine pour l’Education de la Jeunesse-Fes (Morocco)</li> <li>▪ Horus Foundation (Egypt)</li> </ul> International Partners : <ul style="list-style-type: none"> <li>▪ The Centre for Victims of Torture (CVT) (Minneapolis, United States) [ICT expertise]</li> </ul>	The project aims to address the exclusion of youth, particularly young women and marginalized youth. An online interactive strategy toolkit (Tactical Mapping Tool - TMT) for intermediaries (i.e. implementers) and beneficiaries, including women and marginalized groups, for advancing participation in democratic decision-making on socio-economic issues has been developed and is being piloted. It has been developed by CVT- New Tactics with help from sub-contractor Rally Interactive. In addition, Equitas’ Online Human Rights Course “Put the World to Rights” has been adapted to the MENA Region and translated to Arabic and the project has also tested and launched an Online Education Platform in English and Arabic (Equitas with Toronto-based developer “The Public”). Note that the implementation scope of the project is largest in Jordan, followed by Tunisia, and then Morocco. Egypt does not receive any funds as part of the project but participates via capacity-building activities.	Mandatory Intermediate Outcomes 1 and 2 (See Annex 9)
Power Up: Women Shaping their Future with Technology <i>implemented by</i> <b>Oxfam Canada</b>	\$2,600,000	3 years	Indonesia  Aiming to reach women and women’s groups in 52 villages in four districts of Nusa Tenggara Barat (NTB) Province, and sub-District and District health offices in NTB province	Local Partners: <ul style="list-style-type: none"> <li>▪ KONSEPSI</li> <li>▪ KOSLATA</li> <li>▪ PKBI</li> </ul> International Partners: <ul style="list-style-type: none"> <li>▪ Viamo (former VOTO Mobile) (Canada) [ICT expertise]</li> </ul>	The initiative will make extensive use of technology platforms based on mobile communication and websites to strengthen active citizen involvement, information access for key actors, data collection and analysis, interaction between communities and government institutions and monitoring of development efforts. The project will enjoy a customized multi-channel platform that will be both a source of information for stakeholders as well as a conduit for the collection, analysis and sharing of data on citizen needs, demands and suggestions about the development priorities and planning that matter to them. Additional project activities include: providing training on ICTs, gender equality and good governance to citizens and government officials; and assisting village offices and district health staff to engage with citizens on village development and health issues, and as administrators of the web platform.	Mandatory Intermediate Outcomes 1 – 3 (See Annex 9)

Project	DFATD \$	Duration	Country Focus/Beneficiaries	Project Partners	Project Description	Intermediate Outcomes
Building a Technological Platform to Support Victim Services <i>implemented by JES</i>	\$3,675,302	4 years	Guatemala - Country-wide  Aiming to reach victims of violence, especially women, children, Indigenous people and other vulnerable populations through victim service providers and public institutions	Local partners: <ul style="list-style-type: none"> <li>▪ Ministerio Publico (MP)</li> <li>▪ Fundacion Sobrevivientes (Sobrevivientes)</li> </ul> JES has the ICT expertise.	The project seeks to use technology to create an integrated approach that both improves the coordination of victim services and through the national collection of standardized information that can better assess the need, quality and extent of support for victims, which currently remains elusive. Project activities include: developing a web based platform to inform victims of violence and for options on crime reporting, collecting feedback from victims or intermediaries and accessing support services; provision of technical assistance and tools for CSOs and justice actors to better support victims; and developing resources and trainings.	Mandatory Intermediate Outcome 3 (See Annex 9)
Sustainable Use of Technology for Public Sector Accountability in Nepal <i>implemented by CECI</i>	\$4,759,702	4 years	Nepal  Six districts (Sindhupalchowk and Lalitpur of province-3; Kailali, Dadeldhura, Achham and Bajhang of province-7)  Aiming to reach women and marginalized groups, in addition to government officials	Canadian partner: <ul style="list-style-type: none"> <li>▪ The Canadian Centre for Law and Democracy</li> </ul> Local Partners: <ul style="list-style-type: none"> <li>▪ Freedom Forum (Nepali CSO)</li> <li>▪ Young Innovations [ICT expertise]</li> <li>▪ Six district level CSOs</li> </ul>	The Project seeks to empower citizens and civil society, especially women and marginalized groups, to increase participation, voice their concerns collectively and influence decision-making. Project activities include: capacity-building through training and technical support; developing specific technological mechanisms and tools (for example, mobile applications); establishing infrastructure technology facilities, namely techno hubs, at the national, district and local levels to facilitate information sharing, and implementing an awareness campaign on the importance of civic engagement and participatory monitoring of public service delivery.	Mandatory Intermediate Outcomes 1 – 3 (See Annex 9)
Technology for Sustainable Water Resources Governance <i>implemented by Change for Children Association (CFCA)</i>	\$4,000,000	4 years	Nicaragua  North Western Nicaragua (administrative departments of Chinandega and Leon)  Aiming to reach women and marginalized groups in NW Nicaragua, including 365 Community Water Committees, and local government officials	Local partners: <ul style="list-style-type: none"> <li>▪ SIMAS (Servicio de Información Mesoamericano sobre Agricultura Sostenible) [ICT expertise]</li> </ul>	The project will develop a technological platform for community water committees to upload and share information on the administration, management, and performance of their local water systems, accessed via an app that can be used on digital devices. Project activities include: providing training, technical and legal support to local municipal staff and community water committee networks; water well infrastructure; disseminating tools (smart phones, data plans and a customized app, etc.) to rural populations; training local officials; and network building among water stakeholders to increase responsiveness to the need for sustainably managed potable rural water systems.	Mandatory Intermediate Outcomes 1 – 3 (See Annex 9)
Technological platforms for the democratization	\$3,772,112	4 years	Burkina: Ouagadougou, Diebougou, Ouargaye Benin: Cotonou, Natitingu	Local Partners <ul style="list-style-type: none"> <li>▪ AfricaSys (BF) [ICT expertise]</li> </ul>	Project is based on the implementation of an Open Data technology platform on data collected via various opinion gathering devices on the health system to provide information on rights and duties in health, through different channels, in the interest of generating citizen engagement and accountability	Mandatory Intermediate Outcomes 1 – 3 (See Annex 9)

Project	DFATD \$	Duration	Country Focus/Beneficiaries	Project Partners	Project Description	Intermediate Outcomes
and improvement of the health system <i>implemented by CHUM</i>			Democratic Republic of Congo: Kenge Women, girls, boys, men and those most in need; health officers; the three partner structures: CERRHUD, AGIR-SD and Renadef; the CSOs and NGOs involved: CERADIS for Benin, ODSAD and RAJSD for BF and a structure of the network of the partner NGO Renadef for the DRC (to be finalized).	<ul style="list-style-type: none"> <li>▪ Action-Gouvernance Intégration Renforcement/Groupe de travail en sante et développement (AGIR- BF)</li> <li>▪ Centre de Recherche en Reproduction Humaine et en Démographie (CERRHUD- Benin)</li> <li>▪ Groupe d'action pour la santé et la vie (Benin)</li> <li>▪ Réseau Nationale des ONG pour le développement de la Femme (RENADEF-DRC)</li> </ul> International Partners : <ul style="list-style-type: none"> <li>▪ Blue Square (Belgium) [ICT expertise]</li> <li>▪ Institut de Recherche pour le Développement (IRD) (France)</li> </ul>	in the health sector. Project activities include: activities and awareness campaigns to empower people, notably women and those most in need, to use technology; training local institutions to collect, analyze and transmit information about health services; developing technologies (mobile app, automated information-sharing module) to allow users to express their opinions about the health system, staff to register complaints and decision makers to better understand the people's needs; developing a text message platform for people to access information on the health system's services and access; training NGOs and public institutions to facilitate policy dialogue to provide better access to health services.	
Technologies for the artisanal sector <i>implemented by C2D Services</i>	\$3,236,554	4 years	Mali - Country-wide (office in Bamako)  The direct beneficiaries targeted by the project are as follows: FNAM, its divisions and members, namely, FNAM's executive office in Bamako; 9 regional units; 70 local unions; approximately 1,200 base associations; 10 women's offices; approximately 70,000 members.	Local Partners : <ul style="list-style-type: none"> <li>▪ Orange Mali [ICT expertise]</li> <li>▪ Fédération Nationale des Artisanes et Artisans du Mali (FNAM)</li> </ul> International Partners : One World (England) [ICT expertise]	The project focuses on strengthening management skills and participative and democratic governance at all levels of Fédération Nationale des Artisanes et Artisans du Mali (FNAM), mainly at the level of executive managers of FNAM and its branches through the use of technological tools. Using an electronic and cellphone portal, the initiative focuses on three areas: improve the fluidity of data collection and consultation/collaboration processes at local, regional and central levels; develop a culture of networking, information and communication; and improve the production of information/recommendations, monitoring/evaluation, and the advocacy strategy for public institutions and stakeholders in the artisan sector. Project activities include: implementing a mechanism to consult members of FNAM; developing a governance model within FNAM; creating and implementing communication methods, including a portal and mobile telephone services; adapting a technology platform for monitoring and evaluation; and developing an advocacy unit to improve public services for artisans.	Mandatory Intermediate Outcomes 1 – 3 (See Annex 9)

### Annex 9: Mandatory Project Outcomes and Indicators

Each of the seven projects was expected to contribute to the following ultimate outcome and associated indicator:

**Increased empowerment of women and men, girls and boys, and marginalized groups, to engage in democratic processes, and enjoy and exercise their human rights.**

Mandatory indicator: # of people (women and men, girls and boys, and marginalized groups) in select countries that are engaging in democratic processes or enjoying and exercising their human rights.

The call also required that each project contribute to one or more of three mandatory intermediate outcomes (and to the associated mandatory indicators):

**i. Enhanced equitable and inclusive participation in democratic decision-making processes, especially by women and marginalized groups, through the use of technology.**

Mandatory Indicator: # of local civil society partners, especially women, participating in democratic decision-making processes through technology

**ii. Increased use of science and technology by people, especially women and marginalized groups, to hold their governments to account.**

Mandatory Indicator: # of individuals (women and men, girls and boys) among civil society using technology (e.g. social media, open data initiatives, etc.) to influence public policy in ways beneficial to marginalized women and men, girls and boys.

**iii. Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups, through the use of technology.**

Mandatory Indicator: # of initiatives undertaken by public institutions in select countries to address barriers to access to public data for women and men, and marginalized groups, through the use of technology.

**Annex 10: PROJECT LOGIC MODELS****1) EQUITAS: Technological Bridges for Citizen Engagement****Duration:** Three years **DFATD Contribution:** \$2,835,523**Logic Model:**

<i>Intermediate Outcomes</i>	<i>1100:</i> Enhanced equitable and inclusive participation in democratic decision-making processes, especially by women and marginalized groups, through the use of technology primarily in: Jordan, Tunisia, Morocco and Egypt.		<i>1200:</i> Increased use of science and technology by people, especially women and marginalized groups, in Jordan, Tunisia, Egypt and Morocco to hold their governments to account.	
<i>Immediate outcomes</i>	<i>1110:</i> Increased capacity of intermediaries (i.e., human rights educators) to accompany other intermediaries (i.e., implementers), especially women and marginalized groups, to carry out community actions for advancing participation in democratic decision-making, which integrate technology.	<i>1120:</i> Increased ability of intermediaries (i.e., implementers), especially women and marginalized groups, to use technology to participate in democratic decision-making.	<i>1210:</i> Increased ability of intermediaries (i.e., implementers), and beneficiaries, especially women and marginalized groups, to implement community actions to influence socio-economic programs and policy in Jordan, Tunisia, Morocco and Egypt through the use of technology.	<i>1220:</i> Increased skills of intermediaries and beneficiaries, especially women and marginalized groups, in Jordan, Tunisia, Morocco and Egypt to engage in networking and collaborative actions to influence socio-economic policy and programs.



**2) JUSTICE EDUCATION SOCIETY (JES): Building a Technological Platform to Support Victim Services**

**Duration:** Four years

**DFATD Contribution:** \$3,675,302

**Logic Model:**

<i>Intermediate Outcome</i>	<p><i>1100:</i> Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups in Guatemala through the use of technology</p>		
<i>Immediate Outcome</i>	<p><i>1110:</i> Increased ability of the Attorney General’s Office (MP) to use web technology to provide information to victims of violence, particularly women, children, and other vulnerable groups, about their rights and services available to them.</p>	<p><i>1120:</i> Increased ability of the MP to facilitate provision of standardized and improved victim support services to victims of violent crime, particularly women, children, and other vulnerable groups, through local networks of victim service providers.</p>	<p><i>1130:</i> Increased ability of the MP to generate evidence-based analyses of victim support services and provide transparency in standards of service offered to victims of violent crime, particularly women, children, and other vulnerable groups.</p>

### 3) OXFAM CANADA: Power-up: Women Shaping their Future with Technology

**Date:** Three years **DFATD Contribution:** \$2,600,000

#### Logic Model:

<i>Intermediate Outcome</i>	1100: Enhanced equitable and inclusive participation in village-based democratic decision-making processes, especially by women and marginalized groups, through the use of technology in NTB province-Indonesia		1200: Increased use of technology by people, especially women and marginalized groups, in NTB province-Indonesia to hold their governments to account			1300: Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups in NTB province-Indonesia, through the use of technology	
<i>Immediate Outcome</i>	1110: Increased capacity of women and women's groups to integrate gender equality and health needs in village development plans and budgets	1120 Improved capacity of partner CSOs and WROs to deliver effective, transparent and accountable programs to increase women and women's groups/caucuses participation in democratic processes using technology	1210 Improved ability of women and women's groups/caucuses to participate in village development planning via the use of information technology	1220 Increased awareness among women and women's groups/caucuses and Village Consultative Bodies (VCBs) of planning and budgeting transparency mechanisms especially for health services	1230 Increased capacity of women and women's groups/caucuses and VCBs to engage with district and sub-district health office on health services, via the use of mobile phone applications/web platform	1310 Increased capacity of district and sub-district health office to disseminate priority health information and educational messages starting with high-risk pregnancy mitigation via technology	1320 Improved ability of district and sub-district health office to deliver effective and transparent services based analysis of data collected via mobile phones/tablets

#### 4) CECI: Sustainable Use of Technology for Public Sector Accountability in Nepal

**Date:** Four years    **DFATD Contribution:** \$4,759,702

##### Logic Model:

<i>Intermediate Outcome</i>	<i>1100</i> <i>Enhance equitable and inclusive participation in democratic decision-making process, especially by women and marginalized groups (WMG), through the use of technology in Nepal.</i>		<i>1200</i> <i>Increased use of technology by people, especially women and marginalized groups (WMG), in select countries to hold their governments to account.</i>		<i>1300</i> <i>Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups (WMG) in select countries, through the use of technology</i>	
<i>Immediate Outcome</i>	1110 Increased awareness and capacity of civil society working with citizens, especially WMG, to make more effective and efficient use of integrated technologies to enhance their participation in decision-making processes.	1120 Increased awareness and capacity of Women and marginalized groups (WMG) to use integrated technologies to influence decision-making processes at local and national levels.	1210 Increased access of civil society, citizens, especially WMG to integrated technologies facilitating the implementation of accountability and transparency mechanisms in governance and accountability processes.	1220 Increased capacities of citizens, especially WMG to adopt and use integrated technologies to hold MoFALD and local line agencies accountable.	1310 Increased access of MoFALD and local line agencies to integrated technologies to implement governance and accountability mechanisms provisioned in existing policies to better respond to the needs and rights of citizens, especially WMG.	1320 Increased capacity of MoFALD and local line agencies to better respond to the needs and rights of citizens, especially WMG, through integrated technology-based governance and accountability mechanisms for increased citizen-State dialogue.

## 5) C2D SERVICES: Technologies for the artisanal sector

**Date:** Three years **DFATD Contribution:** \$3,236,554

### Logic Model:

<i>Intermediate Outcome</i>	<i>1100 Enhanced equitable and inclusive participation in democratic decision-making processes in Mali, especially for women and marginalized groups, through the use of technology.</i>		<i>1200 Increased use of technology by the people of Mali, particularly women and marginalized groups, in order to hold their governments to account.</i>		<i>1300 Increased responsiveness of public institutions to the various needs and rights of people, particularly women and marginalized groups, in Mali using technology.</i>	
<i>Immediate Outcome</i>	1110 Improved mobilization of FNAM's divisions in the consultation processes with its artisan members using technology.	1120 A more inclusive and equitable participation of women and marginalized groups in particular in FNAM's democratic processes, using technology.	1210 Strengthening of practices for using information and communication technologies by artisans, specifically women and marginalized groups, so they can be informed of their rights.	1220 Improved networking, communications and access to information using technology to formalize the rights and needs of artisans, particularly women and marginalized groups.	1310 Improved identification by public institutions and stakeholders of working conditions and the needs and rights of artisans as economic development actors, particularly women and marginalized groups, using technology.	1320 Strengthened dialogue between artisans and public institutions to improve services offered in the artisanal sector, particularly for women and marginalized groups, using technology.

**6) CHUM: Technological platforms for the democratization and improvement of the health system**

**Date:** Four years    **DFATD Contribution:** \$3,772,112

**Logic Model:**

<i>Intermediate Outcome</i>	<i>1100 Enhanced equitable and inclusive participation in democratic decision-making processes in Benin, Burkina Faso and the DRC, especially for women and marginalized groups, through the use of technology.</i>		<i>1200 Increased use of technology by people in Benin, Burkina Faso and the DRC, especially among women and marginalized groups, to hold their governments to account.</i>		<i>1300 Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups in Benin, Burkina Faso and the DRC, through the use of technology.</i>	
<i>Immediate Outcome</i>	1110 Increased knowledge among health professionals and local populations, particularly those most in need, women and girls regarding ways to express opinions by using technology to give an opinion on the health system’s governance, accessibility to health services, the quality of health care and the quality of care given.	1120 Increased abilities of partner non-profit organizations in collecting, analyzing and disseminating information that is reliable, understandable and useful for the population, particularly health officers, women, girls and those most in need.	1210 Increased availability of technological tools among the population, especially health care staff, women and those most in need in the target areas so they can express their opinions on the health care system’s governance.	1220 Increased accessibility among the people to information regarding access, use and quality of services, and the right to health care services through the use of technology, especially for health care officers women, girls, and those most in need in BF, Benin and the DRC.	1310 Increased awareness among public decision makers through the enhanced availability of data that is reliable, useful, comparable, anonymous and disaggregated regarding the opinions of the public and in particular health care officers, women, girls and those most in need in terms of their access to health services and the perceived quality of care and health services.	1320 Increased knowledge among public decision makers of the needs and rights of local populations, especially health officers, women, girls and those most in need in terms of the health care system’s governance.

**7) CFCA: Technology for Sustainable Water Resources Governance**

**Date:** Four years

**DFATD Contribution:** \$4,000,000

**Logic Model:**

<i>Intermediate Outcome</i>	<i>1100 Enhanced equitable and inclusive participation in democratic decision-making processes, especially by women and marginalized groups, through the use of technology in Nicaragua</i>		<i>1200 Increased use of science and technology by people, especially women and marginalized groups, in Nicaragua to hold their governments to account</i>		<i>1300 Increased responsiveness of public institutions to the diverse needs and rights of people, especially women and marginalized groups in Nicaragua, through the use of technology</i>	
<i>Immediate Outcome</i>	1110 Improved technical and managerial capacity of CWCs and their networks to facilitate gender equitable and inclusive democratic participation in the delivery of sustainable WASH services through IWRM in NW Nicaragua	1120 Improved capacity of drought stricken NW Nicaraguan communities, particularly women and marginalized groups to advocate for their rights to water using technological platforms	1210 Improved capacity of people, especially women and marginalized groups, to use technology to monitor and report to local, regional and national governments on water status and the extent to which water rights are realized by users	1220 Improved capacity of men and women and marginalized groups in targeted communities to demand their rights to locally and efficiently manage portable water systems	1310 Increased capacity of municipal decision makers to use technological platforms to respond to the demands of local populations for transparent and efficient management of water systems and compliance with Nicaragua’s water laws	1320 Increased capacity of stakeholders (CWCs, CSOs, municipal staff/officials) to collaborate in delivering WASH services and water rights to Nicaragua’s population, particularly women and marginalized groups, at local, regional and national levels

**Annex 11: Project Timelines**

2016/2017				2017/2018				2018/2019				2019/2020				2020/2021				2021/2022							
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
				<i>CECI</i>																							
				<i>C2D</i>																							
				<i>CFCA</i>																							
				<i>OXFAM</i>																							
				<i>JES</i>																							
						<i>EQUITAS</i>																					
						<i>CHUM</i>																					

Note

Q1: April to June

Q2: July to September

Q3: October to December

Q4: January to March

**ANNEX 12: Description of Language Scales/Levels****Oral Proficiency Rating Scale**

<b>Level</b>	<b>Proficiency</b>	<b>Definition</b>
5	Educated Native Proficiency	Functionally equivalent to that of a highly articulate and well-educated native speaker. Reflects the cultural standards of the country where the language is spoken. Language usage and ability to function are superior throughout.
4+	Advanced Professional Proficiency, Plus	Speaking proficiency is regularly superior in all respects and is usually equivalent to that of a well-educated, highly articulate native speaker. Speaks effortlessly and smoothly on all topics. Understands all forms and styles of speech and shows strong sensitivity to social and cultural references. Language usage and ability to function are fully successful. There may be an occasional non-native slip
4	Advanced Professional Proficiency	Able to use the language fluently and accurately on all levels normally pertinent to professional needs. Language usage and ability to function are fully successful. Can tailor language to audience and discuss in depth highly abstract or unfamiliar topics. Able to speak with a great deal of fluency, grammatical accuracy, complex vocabulary and in an idiomatic fashion. Understands all forms and styles of speech and shows strong sensitivity to social and cultural references. May have some difficulty with some dialects and slang.
3+	General Professional Proficiency, Plus	Able to use the language to satisfy professional needs in a wide range of sophisticated and demanding tasks. Operates at level 4 most of the time, but cannot sustain the performance across a variety of topics. Understanding is complete, including idioms, nuances, register shifts and humour or irony. Often matches a native speaker's strategic and organizational abilities. Basic and complex structures are fully controlled except for an occasional error in low-frequency structures. There are no patterned errors
3	General Professional Proficiency	Able to speak the language with sufficient structural accuracy, vocabulary and cohesiveness in discourse to participate effectively in most formal and informal conversations on practical, social, and professional topics. Understanding is essentially complete. Can discuss with fluency and ease abstract issues and special fields of competence and interest. Can support opinion and hypothesize. Can provide a structured argument that is clear and well organized. While the influence of the speaker's first language can be felt (in pronunciation, grammar and vocabulary), there are no patterned errors and errors never distract the listener or interfere with communication
2+	Limited Working Proficiency, Plus	Able to satisfy most working requirements with language that is often, but not always, acceptable and effective. Operates at level 3 most of the time but is unable to sustain the performance across all topics, i.e. when called on to perform level 3 tasks, may avoid the tasks altogether or resort to simplification through the use of description or narration instead of argumentation or hypothesis. Also, may give concrete examples to illustrate a point instead of arguing the point abstractly. Often shows remarkable ease of speech but performance is uneven. Vocabulary may still be generic (general) rather than precise. Often strong in either grammar or vocabulary, but not in both. Comprehension of normal native speech is nearly complete. Can be understood by native speakers not used to dealing with foreigners.
2	Limited Working Proficiency	Able to satisfy routine social demands and limited work requirements. Can handle with confidence, but not accuracy, complicated tasks. Speaks with ease and facility on concrete topics – giving facts and talking casually about topics of current public and personal interest – using general vocabulary and linking sentences together smoothly with appropriate connectors. When dealing with more complex or abstract topics or issues, fluency breaks down. Can narrate and describe in major time frames. Can understand main ideas and most details on a variety of topics, and discourse referring to different time frames or aspects. Can be understood without difficulty by native speakers.
1+	Elementary Proficiency, Plus	Can initiate and maintain predictable face-to-face conversations and satisfy limited social demands. Operates mostly at level 2 but cannot sustain the performance across all topics and tasks. Can converse with ease and confidence when dealing with routine tasks and social situations, describe people and places and narrate in present tense. May hesitate and change the intended message due to lack of language resources. Understanding of normal native speech is inconsistent due to failure to grasp details and, sometimes even main ideas. Influence of first language is evident in pronunciation, grammatical structures and vocabulary. However, can be understood by native speakers not used to dealing with foreigners, although repetition and reformulation may be needed
1	Elementary Proficiency	Able to satisfy courtesy requirements and maintain simple face-to-face conversations on familiar topics. Can ask and answer simple questions and participate in simple conversations on topics beyond the most immediate needs. Speaks in sentences but often hesitates and pauses to search for adequate vocabulary. Able to understand sentence-length utterances on a variety of concrete topics, but understanding is uneven. Can be understood by native speakers used to dealing with foreigners
0+	Memorized Proficiency	Able to satisfy immediate needs using mostly rehearsed utterances. Can handle level 1 tasks but cannot sustain the performance at that level. Shows little autonomy of expression, flexibility and spontaneity. Relies heavily on learned phrases or a recombination of these and words used by the interlocutor. Inability to conjugate verbs. Strong influence of first language in pronunciation, grammar and vocabulary (borrowed



Level	Proficiency	Definition
		words, literal translations). Can usually differentiate most significant sounds when produced in isolation, but when combined in words or groups of words, may have difficulty understanding. Can be understood by native speakers used to dealing with foreigners
0	No Proficiency	Unable to function in the spoken language, except for a few isolated words and phrases.

Note:

- Level 2/2+ is that on which much daily communication and social interactions are handled routinely and effortlessly among native speakers.
- Levels 3 and above entail a much more sophisticated control of the language and a breadth and depth of vocabulary not normally used in everyday exchanges.

#### Reading Proficiency Rating Scale

Level	Proficiency	Definition
5	Educated Native Proficiency	Reading ability is functionally equivalent to that of the well-educated native reader.
4+	Advanced Professional Proficiency, Plus	Near native ability to read and understand extremely difficult or abstract prose, a wide variety of vocabulary, idioms, colloquialisms, and slang. Strong sensitivity to and understanding of sociolinguistic and cultural references.
4	Advanced Professional Proficiency	Able to read fluently and accurately all styles and forms of the language in any subject as well as those pertinent to professional needs. Understands all sociolinguistic and cultural references. Can follow unpredictable turns of thought readily in editorial, conjectural, and literary texts, as well as in materials in own special field, including official documents and correspondence. Recognizes all professionally relevant vocabulary known to the educated non-professional native reader. Speed and accuracy is often nearly that of a well-educated native reader.
3+	General Professional Proficiency, Plus	Able to read with facility and appreciate a wide variety of texts as well as those pertinent to professional needs. Has a broad active general, specialized and abstract vocabulary. Able to comprehend many sociolinguistic and cultural references, as well as a considerable range of complex structures, low-frequency idioms, and connotations. However, accuracy is not complete, and here again some nuances and subtleties may escape the reader.
3	General Professional Proficiency	Able to read within a normal range of speed and with almost complete comprehension a variety of authentic texts on unfamiliar subjects. Reading ability does not depend on subject matter knowledge, except if the material is highly dependent on cultural knowledge or outside one's general experience and not accompanied by explanation. Text types include news stories, wire service reports, international news items, correspondence, technical material, etc. in one's professional field. Material may include hypothesis, argumentation, and supported opinions. Misreadings are rare. Able to read between the lines and derive the author's implicit intent, but may not detect or understand subtleties and nuances. May experience some difficulties with unusually complex structures and low-frequency idioms.
2+	Limited Working Proficiency, Plus	Able to understand most general factual prose as well as some discussions on concrete topics related to special professional interests. Has a good active reading vocabulary and is able to use the context to make sensible guesses about unfamiliar vocabulary and material. Can get the gist of the information and some secondary ideas. Weaknesses include slowness, uncertainty, inability to discern nuances.
2	>Limited Working Proficiency	Able to read simple and straightforward factual texts written for the general reader that are presented in a predictable sequence and contain high frequency sentence patterns. Persons who have professional knowledge of a subject may be able to scan and summarize texts that are well beyond their general proficiency level. In general, however, the person does not have a broad active vocabulary and is quite slow in reading.
1+	Elementary Proficiency, Plus	Able to read and understand simple texts for informative social purposes, such as biographical information or narration of events, straightforward newspaper headlines. Can guess at unfamiliar vocabulary if highly contextualized. Can locate main ideas and routine information of professional significance in more complex texts and in the professional specialty.
1	Elementary Proficiency	Able to read very simple descriptions of places, things and public events such as those simplified for tourists. Can get some main ideas and locate prominent items of professional significance in more complex texts.
0+	Memorized Proficiency	Unable to read connected prose, but can recognize high frequency elements of a syllabary or a character system. Able to read (but not always interpret accurately) some or all of the following: numbers, isolated words and phrases, street signs, office and shop designations.
0	No Proficiency	No practical ability to read the language.

## Writing Proficiency Rating Scale

Level	Proficiency	Definition
5	Educated Native Proficiency	Writing proficiency is functionally equivalent to that of a highly articulate educated native. There are no non-native errors of structure, spelling, syntax or vocabulary. Writing is both clear, explicit, informative, and imaginative.
4+	Advanced Professional Proficiency, Plus	Able to write the language precisely and accurately in a wide variety of prose styles pertinent to a variety of audiences and professional needs. Varied use of stylistic devices and flexibility within a style. Can both write and edit formal and informal correspondence, official reports and documents, and professional articles, including writing for special purposes which might include legal, technical, educational, literary and colloquial writing. The writer employs a very wide range of stylistic devices.
4	Advanced Professional Proficiency	Able to write the language precisely and accurately in a variety of prose pertinent to social issues and professional needs. Errors of grammar, syntax, punctuation and vocabulary are rare. Writing is consistently and explicitly organized with appropriate connectors and discourse devices (ellipsis, parallelisms, subordinates).
3+	General Professional Proficiency, Plus	Able to write in a variety of prose styles pertinent to general, social and professional needs. Good control of basic and complex structures, all verb tenses and tense sequence, morphology, syntax and punctuation. Usually uses cohesive devices well, but variety is limited. May not be able to express nuances or subtleties very well, nor tailor language to audience.
3	General Professional Proficiency	Able to use the language effectively in most formal and informal written exchanges on practical, social, and professional topics. Can write reports, summaries, short papers on current events and particular areas of interest, or on special fields with reasonable ease. Control of structure, general vocabulary and spelling is adequate to convey message accurately but style may be obviously foreign. Punctuation is generally controlled. Good control of grammar with occasional errors in complex structures and tense sequence. Consistent control of compound sentences. Relationship of ideas is consistently clear.
2+	Limited Working Proficiency, Plus	Shows ability to write with some precision and in some detail about most common topics. Can write about concrete topics relating to particular interests and special fields of competence. Often shows surprising fluency and ease of expression, but under time constraints and pressure language may be inaccurate. Can control basic and some complex structures, with some errors in more complex constructions (passives, relative clauses, word order, tense usage and sequence). Generally strong in either grammar or vocabulary, but not in both. Normally controls general vocabulary and some working vocabulary with some misuse. Can handle most social correspondence and take fairly accurate notes on what has been presented orally.
2	Limited Working Proficiency	Able to write routine social correspondence and prepare documentary materials required for most limited work requirements. Can write simply about a limited number of current events or daily situations. Good control of morphology and basic syntactic structures. Uses a limited number of cohesive devices. However, still makes common errors in spelling, punctuation, and constructions (plurals, articles, gender, prepositions, verb tenses, negatives).
1+	Elementary Proficiency, Plus	Able to meet most survival needs and limited social demands. Can write short paragraphs related to most survival needs (food, lodging, transportation, immediate surroundings and situations) and limited social demands (greetings, relating personal history, daily life preferences, etc.). Can express fairly accurate present and future time and some past verb forms, but not always accurately. Can control elementary vocabulary and basic syntactic patterns only. Generally cannot use basic cohesive elements of discourse (relative constructions, object pronouns, connectors).
1	Elementary Proficiency	Able to meet limited practical needs. Writes in simple sentences with errors in spelling, grammar, and punctuation. Writing tends to be a loose collection of sentences or sentence fragments without much organization. At this level, can write simple phone messages, excuses, notes to service people and friends.
0+	Memorized Proficiency	Writes using memorized material and set expressions. Can produce 50 of the most common characters, write dates, own name, nationality, address, and a few short sentences. Spelling and characters may be incorrect.
0	No Proficiency	No functional writing ability.

## Section 5. Evaluation Criteria

### ***Guidance to Bidders***

If more projects/assignments are included in the Proposal than the number stipulated in the criteria, DFATD will only consider the specified number in order of presentation.

The term “**at least**” reflects the minimum expectation for a requirement. No points will be awarded if the minimum requirement is not demonstrated.

Assignments and Evaluation Assignments submitted must have been completed before the RFP Closing Date.

When proposing a resource, the Bidder may:

a) provide the same assignment(s) to demonstrate various experience or capabilities, provided that the information is relevant to the requirement(s) as stated in the respective Mandatory and Rated Technical evaluation criterion.

b) propose the same resource for more than one position, provided that they meet requirements as stated in respective Mandatory and Rated Technical evaluation criterion.

### **Mandatory Technical Criteria**

The proposal must meet the mandatory technical criteria specified below.

Proposals that fail to comply with the mandatory technical evaluation criteria will be rejected. Proposals that comply with all the mandatory technical evaluation criteria will be evaluated and rated as indicated in the rated technical criteria.

### **Rated Technical Criteria**

Proposals will be evaluated and scored as specified below. Proposals that fail to achieve the minimum technical score will be rejected.

## Definitions

**For the purpose of this RFP, the following definitions apply to the requirements:**

**“Assignment”** means a set of tasks and amount of work assigned to someone as part of a job.

**“Developing Countries”** are countries listed under DAC list of ODA Recipients:

<http://www.oecd.org/dac/stats/daclist.htm>.

**“International Development”** means the objective of promoting sustainable development in developing countries in order to reduce poverty and contribute to a more secure, equitable and prosperous world. The list of official development assistance (ODA) is available at the following website: <http://www.oecd.org/dac/stats/daclist.htm>.

**“Development Evaluation”** is the systematic and objective assessment of an on-going or completed development intervention, its design, implementation and results. In the development context, evaluation refers to the process of determining the worth or significance of a development intervention. (OECD/DAC (2010) *Quality Standards for Development Evaluation*, OECD, Paris). The guidelines and references can be found at:

<http://www.oecd.org/development/evaluation/qualitystandardsfordevelopmentevaluation.htm>.

**“Review”** is the periodic or ad hoc, often rapid assessment, of an undertaking’s performance that does not apply the due process of evaluation. Reviews tends to emphasize operational issues. (United Nations Evaluation Group (2016). Norms and Standards for Evaluation. New York: UNEG). **Note:** Operational, annual or sector specialist reviews are **not** deemed acceptable as a development evaluation.

**“Development Intervention”** is a general term for any activity, project, programme, strategy, policy, theme, sector, instrument, modality, institutional performance, etc, aimed to promote development. (OECD/DAC (2010) *Quality Standards for Development Evaluation*, OECD, Paris).

**“Development Evaluation Assignment”** means a set tasks and amount of work assigned to a person or a team for the conduct of a development evaluation as specified in a document usually called “Terms of Reference” (TOR), presenting the purpose, scope, and objectives of the evaluation; the evaluation questions or issues; the resources and time allocated; reporting requirements; and any other expectations regarding the evaluation process and products. This document can alternatively be called “scope of work” or “evaluation mandate”.

**“Evaluand(s)”**: The object(s) of an evaluation. This can be either a single project/program or a group of projects within a program.

**“Gender Equality”** Gender equality means that diverse groups of women, men and non-binary people are able to participate fully in all spheres of life, contributing to an inclusive and democratic society (Status of Women Canada, <https://www.swc-cfc.gc.ca/gba-acis/index-en.html>)

**“Recognized Education Institution”** is defined as a public, non-governmental or private entity that has been given full or limited authority to grant degrees by an act of the relevant legislature.

**“Inclusive Governance”** refers to governance that effectively serves and engages all people; takes into account gender and other facets of personal identity; and ensures institutions, policies, processes and services are accessible, accountable and responsive to all members of society.

	<b>MANDATORY TECHNICAL CRITERIA</b>	<b>Met / Not Met</b>
<b>M1</b>	<p><b>Evaluation Team Leader</b></p> <p>Using form TECH-4 - <i>Bidder / Evaluation Personal Experience – Development Evaluation Assignment Conducted by Proposed Evaluation Personnel Experience</i>, the Bidder must submit two (2) completed Assignments, demonstrating that the proposed Evaluation Team Leader has led, managed and fully conducted (design, implementation and reporting) two (2) Development Evaluation Assignments as defined above in the definitions and with the following characteristics.</p> <p>Each Development Evaluation Assignment must have had:</p> <ul style="list-style-type: none"> <li>(i) been completed within fifteen (15) years of RFP Closing Date;</li> <li>(ii) a contract value of CAD\$ 250,000 or more;</li> <li>(iii) a duration of at least six (6) months;</li> <li>(iv) an Evaluand value of CAD \$15M or more;</li> <li>(v) an Evaluand Time Period covered by the Development Evaluation Assignment of three (3) years or more;</li> <li>(vi) a data collection involving at least three different types of stakeholder groups;</li> <li>(vii) been led, managed and fully conducted (design, implementation and reporting) by the proposed Evaluation Team Leader. That is, the Evaluation Team Leader that conducted the Development Evaluation Assignment must be the same as the proposed Evaluation Team Leader for the present mandate;</li> <li>(viii) a level of effort of at least 70 days specifically for the Evaluation Team Leader;</li> <li>(ix) a Evaluation Team Leader that supervised at least three (3) professional staff.</li> </ul>	

Item	RATED TECHNICAL CRITERIA	Points
<b>R1</b>	<b>PROPOSED PERSONNEL</b>	
<b>R1.1</b>	<p><b>Evaluation Team Leader (maximum 60 points)</b></p> <p><b>A. Experience with inclusive governance outcomes (maximum 20 points per assignment)</b></p> <p>Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should identify two (2) completed Development Evaluation Assignments of at least 50 days each within 15 years of the RFP Closing Date, demonstrating that the proposed Evaluation Team Leader has experience with inclusive governance outcomes.</p> <ul style="list-style-type: none"> <li>• No experience with inclusive governance outcomes: <b>0 point</b></li> <li>• Experience with inclusive governance outcomes: <b>20 points</b></li> </ul>	/40
	<p><b>B. In-country field work experience (maximum 20 cumulative points for all assignments):</b></p> <p>Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should identify at least two (2) but no more than five (5) completed Assignments of at least 15 days each within 15 years of the RFP Closing Date with International Development projects or evaluations, demonstrating that the proposed Evaluation Team Leader has in-country field experience in the regions covered by the evaluands. The regions to be covered are: Asia, Americas, Africa and the Middle East.</p> <ul style="list-style-type: none"> <li>• No in country field work experience: <b>0 point</b></li> <li>• Field work experience in one (1) of the regions covered by the evaluands of the evaluation: <b>5 points</b></li> <li>• Field work experience in two (2) of the regions covered by the evaluands of the evaluation: <b>10 points</b></li> <li>• Field work experience in three (3) of the regions covered by the evaluands of the evaluation: <b>15 points</b></li> <li>• Field work experience in all four (4) of the regions covered by the evaluands of the evaluation: <b>20 points</b></li> </ul>	/20
<b>R.1.2</b>	<p><b>Senior Evaluator (maximum 60 points)</b></p> <p>Using form TECH-4 - <i>Bidder / Evaluation Personal Experience – Development Evaluation Assignment Conducted by Proposed Evaluation Personnel Experience</i>, the Bidder must submit two (2) completed Assignments, demonstrating that the proposed Senior Evaluator has conducted two (2) Development Evaluation Assignments as defined previously and with the following characteristics:</p> <p>Each Development Evaluation Assignment must have had:</p> <ol style="list-style-type: none"> <li>(i) been completed within fifteen (15) years of RFP Closing Date;</li> <li>(ii) contract value of CAD\$ 150,000 or more;</li> <li>(iii) a duration of at least six (6) months;</li> <li>(iv) an Evaluand value of CAD \$10M or more;</li> <li>(v) an Evaluand Time Period covered by the Development Evaluation Assignment of three (3) years or more;</li> <li>(vi) a data collection involving at least three different types of stakeholder groups;</li> <li>(vii) a level of effort of at least 40 days specifically for the proposed Senior Evaluator</li> </ol>	

	<p><b>A. Evaluation Experience and Experience with inclusive governance outcomes (maximum 20 points per assignment)</b></p> <ul style="list-style-type: none"> <li>• The Assignment does not meet the minimal requirements: <b>0 points</b></li> <li>• The Assignment meets the minimal requirements but does not include experience with inclusive governance outcomes: <b>10 points</b></li> <li>• The Assignment meets the minimal requirements and includes experience with inclusive governance outcomes: <b>20 points</b></li> </ul>	/40
	<p><b>B. In-country field work experience (maximum 20 cumulative points for all assignments):</b></p> <p>Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should identify at least two (2) but no more than five (5) completed Assignments of at least 15 days each within 15 years of the RFP Closing Date with International Development projects or evaluations, demonstrating that the proposed Senior Evaluator has in-country field experience in the regions covered by the evaluands. The regions to be covered are: Asia, Americas, Africa and the Middle East.</p> <ul style="list-style-type: none"> <li>• No in country field work experience: <b>0 point</b></li> <li>• Field work experience in one (1) of the regions covered by the evaluands of the evaluation: <b>5 points</b></li> <li>• Field work experience in two (2) of the regions covered by the evaluands of the evaluation: <b>10 points</b></li> <li>• Field work experience in three (3) of the regions covered by the evaluands of the evaluation: <b>15 points</b></li> <li>• Field work experience in all four (4) of the regions covered by the evaluands of the evaluation: <b>20 points</b></li> </ul>	/20
<b>R.1.3</b>	<p><b>Information &amp; Communication Technology (ICT) Expertise (maximum 60 points)</b></p> <p>Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should demonstrate that one member of the proposed Core Evaluation Team has ICT Expertise as follows:</p>	
	<p><b>A. Education (maximum 10 points)</b></p> <p>Points will be awarded for the highest level of education in a related field from a Recognized Education Institution demonstrated as follows (maximum 12 points):</p> <ul style="list-style-type: none"> <li>• Diploma or certificate in ICT, or related fields such as computer science, engineering, software design, business analytics, etc.: <b>3 points</b></li> <li>• Bachelor's degree in an ICT-related field such as computer science, engineering, software design, business analytics, etc.: <b>8 points</b></li> <li>• Master's or PhD with a speciality in ICT or in an ICT-related field such as computer science, engineering, software design, business analytics, etc.: <b>10 points</b></li> </ul>	/10
	<p><b>B. Cumulative Experience – (maximum 50 points)</b></p> <p>The Bidder should identify at least two (2) but no more than five (5) completed Assignments of at least 15 days each with international development projects, completed within 15 years of the RFP Closing Date, demonstrating the proposed resource with ICT Expertise has provided technical expertise focusing on inclusive governance themes. The cumulative experience will be evaluated using all assignments together, i.e. each assignment does not need to cover all elements. Points will be awarded for each of the five following elements (<b>10 points per demonstrated element for a maximum of 50 cumulative points</b>):</p> <ul style="list-style-type: none"> <li>• Planning or design of inclusive governance projects, programs, strategies or policies (<b>10 points</b>)</li> </ul>	/50

	<ul style="list-style-type: none"> <li>• Strategic research or analysis of ICT tools, approaches, projects, programs, strategies or policies; <b>(10 points)</b></li> <li>• Development of ICT tools or approaches for international assistance outcomes; <b>(10 points)</b></li> <li>• Development of ICT tools or approaches for inclusive governance outcomes; <b>(10 points)</b></li> <li>• Evaluation of development programming with an ICT component, including ensuring evaluation criteria, questions, methods or reports integrate inclusive governance considerations in an appropriate manner. <b>(10 points)</b></li> </ul>	
<b>R.1.4</b>	<p><b>Gender Equality Expertise (maximum 60 points)</b> Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should demonstrate that one member of the proposed Core Evaluation Team has Gender Equality Expertise as follows:</p>	
	<p><b>A. Education (maximum 12 points)</b> The proposed resource with Gender Equality technical expertise has a degree with a specialty in Gender Equality issues or in a related field issued from a Recognized Education Institution. Points will be awarded for the highest level of education with relevant specialty demonstrated as follows:</p> <ul style="list-style-type: none"> <li>• Bachelor degree with a specialty in Gender Equality issues or related field: <b>8 points</b></li> <li>• Master's or PhD degree with a specialty in Gender Equality issues or a related field: <b>12 points</b></li> </ul>	/12
	<p><b>B. Cumulative Experience (maximum 48 points)</b> The Bidder should identify at least two (2) but no more than five (5) completed Assignments of at least 15 days each with international development projects within 15 years of the RFP Closing Date, demonstrating that the proposed resource with Gender Equality Expertise has provided technical expertise focusing on Gender Equality. The cumulative experience will be evaluated, i.e. each assignment does not need to cover all elements. 15 points will be awarded for each of the following elements that are demonstrated (<b>for a maximum of 48 cumulative points</b>):</p> <ul style="list-style-type: none"> <li>• Planning or design of gender equality projects, programs, strategies or policies; <b>(12points)</b></li> <li>• Strategic research or analysis of gender equality projects, programs, strategies or policies; <b>(12 points)</b></li> <li>• Integration of gender equality into governance or human rights programs, strategies, or policies; <b>(12 points)</b></li> <li>• Ensuring evaluation criteria, questions, methods and reports integrated gender equality considerations<b>(12 points)</b></li> </ul>	/48
<b>R.1.5</b>	<p><b>Quantitative Data Analysis Expertise (maximum 40 points)</b> Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should demonstrate that one member of the proposed Core Evaluation Team has Quantitative Data Analysis Expertise as follows:</p>	



	<p><b>A. Education (maximum 10 points):</b> The Bidder should demonstrate that the proposed resource with Quantitative Data Analysis Expertise has a degree from a Recognized Education Institution in quantitative data analysis or a related field such as statistics. Points will be awarded for the highest level of education demonstrated as follows:</p> <ul style="list-style-type: none"> <li>• Bachelor degree or college degree: <b>5 points</b></li> <li>• Master's or PhD degree: <b>10 points</b></li> </ul>	/10
	<p><b>B. Cumulative Experience (maximum 30 points)</b> The Bidder should identify at least two (2) but no more than five (5) completed Assignments of at least 15 days each within 15 years of the RFP Closing Date, demonstrating that the proposed resource with Quantitative Data Analysis Expertise has provided technical expertise focusing on quantitative data analysis. The cumulative experience will be evaluated, i.e. each assignment does not need to cover all elements. 10 points will be awarded for each of the following elements that are demonstrated (<b>for a maximum of 30 cumulative points</b>):</p> <ul style="list-style-type: none"> <li>• Experience with sampling methods and approaches, in particular in defining sample sizes and sample allocations for data collection activities in a developing country context: <b>10 points</b></li> <li>• Experience with quantitative statistical analysis and frequent application of quantitative analysis software (R, SPSS, SAS, etc.): <b>10 points</b></li> <li>• Experience collecting, organizing, analyzing, and disseminating significant amounts of quantitative information with attention to detail and accuracy: <b>10 points</b></li> </ul>	/30
R.1.6	<p><b>Qualitative Data Analysis Expertise (maximum 40 points)</b> Using form TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should demonstrate that one member of the proposed Core Evaluation Team has Qualitative Data Analysis Expertise as follows: <b>Cumulative Experience (maximum 40 points)</b> The Bidder should identify at least two (2) but no more than five (5) completed Assignments of at least 15 days each within 15 years of the RFP Closing Date with International Development projects, demonstrating that the proposed resource with Qualitative Data Analysis Expertise has provided technical expertise focusing on qualitative data analysis. The cumulative experience will be evaluated, i.e. each assignment does not need to cover all elements. 10 points will be awarded for each of the following elements that are demonstrated for <b>a maximum of 40 points</b>:</p> <ul style="list-style-type: none"> <li>• Experience in the design of qualitative data collection instruments and protocols in a developing country context: <b>10 points</b></li> <li>• Experience in the design of field data collection instruments and in implementing field data collection work in a developing country context: <b>10 points</b></li> <li>• Experience with qualitative data analysis and frequent application of Qualitative Data Analysis Software (NVIVO, ATLAS.ti, etc.): <b>10 points</b></li> <li>• Experience in collecting, organizing, analyzing, and disseminating significant amounts of qualitative information with attention to detail and accuracy: <b>10 points</b></li> </ul>	/40

<b>R.1.7</b>	<p><b>Local Coordinator-Specialists (maximum 40 points)</b></p> <p>Using TECH-6A <i>Curriculum Vitae for Proposed Personnel</i>, the Bidder should propose a Local Coordinator-Specialist for each country in which field work will be carried out. For this rated technical criteria, points will be given only for four countries, however the Bidder may propose more countries in its methodology.</p> <p>The same resource may be proposed for more than one country as long as they have demonstrated experience in each country for which they are being proposed.</p> <p><b>Experience (maximum 10 points per Local Coordinator Specialist proposed)</b></p> <p>The Bidder should demonstrate, for each country, that the proposed Local Coordinator Specialist for that Country has provided support and expertise in the following activities. <b>(2 points per each activity below, maximum of 10 points for each country, for a maximum of 40 cumulative points total):</b></p> <ul style="list-style-type: none"> <li>• Logistical support in the country being proposed, including but not limited to organizing domestic and local transportation;</li> <li>• Establishing and maintaining a network of government officials and key stakeholders;</li> <li>• Planning and organizing evaluation-related field work;</li> <li>• Contributing to the development and if need be adaptation of surveys for in-country contexts;</li> <li>• Performing primary data collection or supervising data collection personnel for an evaluation.</li> </ul>	/40
	<b>Sub-total Personnel</b>	<b>/360</b>
<b>R2</b>	<b>METHODOLOGY</b>	
<b>R.2.1</b>	<p><b>Evaluation Approach and Methodology (maximum 125 points)</b></p> <p><b><u>A maximum of six (6) pages will be considered for this requirement.</u></b></p> <p>The Bidder should demonstrate its understanding of the services described in the ToR by describing in detail its intended evaluation approach and methodology.</p> <p>The Bidder can include these elements in any order, ideally in an integrated manner.</p> <p>The text should include, but is not limited to:</p> <ol style="list-style-type: none"> <li>1. a presentation of the types of models and approaches that will be used to facilitate the reconstruction of the theory of change in each project;</li> <li>2. a discussion on which established best practices and lessons learned could be used to inform the reconstruction of the theory of change, and to help define clear, concrete and evidence-based assumptions in relation to the theory of change to be tested by the evaluation;</li> <li>3. a presentation of how the field data collection at the country level will be combined (analysis) with desk study, questionnaire and other methods;</li> <li>4. Description on any challenges or issues, which might arise in structuring and conducting the evaluation, with solutions or mitigation strategies when applicable.</li> <li>5. a presentation on the integration of Gender Equality. For this requirement "Integration" is understood to mean full consideration of the Gender Equality theme at all stages of the project, program or evaluation. This definition goes beyond simply "addressing the issue" where Gender Equality theme is included only at a high level without in depth consideration in the project, program or evaluation.</li> </ol>	

	<p><b>A. Feasibility of the approach (maximum of 25 points):</b> The methodology demonstrates how the evaluation can be realistically implemented in the context of the assignment outlined in the ToR.</p> <ul style="list-style-type: none"> <li>• Not demonstrated– No details provided or incomplete or limited explanation or misinterpretation of what is required: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25
	<p><b>B. The Bidder’s understanding of evaluation approaches and methodology (maximum of 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated– No details provided or incomplete or limited explanation or irrelevant approach and methodology: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25
	<p><b>C. the Bidder’s understanding and its pragmatic application in reconstructing theories of change and in defining evidence-based assumptions to be tested by the evaluation (maximum of 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated– No details provided or incomplete or limited explanation or explanation is theoretical only: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25
	<p><b>D. the Bidder clearly outlines how the data collection and analysis methods/tools will be used to link evaluation questions and assumptions to ensure triangulation (maximum of 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated– No details provided or incomplete or limited explanation or does not ensure triangulation: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation and ensures triangulation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details and ensures triangulation: <b>25 points</b></li> </ul>	/25
	<p><b>E. the Bidder’s pragmatic application in fully integrating Gender Equality in all aspects of the evaluation approach and methodology (maximum of 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated– No details provided or incomplete or limited explanation or explanation is theoretical only: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25

R.2.2	<p><b>Organization of Bidder's Team (maximum 75 points)</b>  <b>A maximum of five (5) pages will be considered for this requirement</b>  Points will be awarded for each of the following elements according to their alignment with the proposed approach and methodology:  The Bidder should provide:</p> <ol style="list-style-type: none"> <li>1. An organigram/organization chart illustrating the reporting relationships, together with a description of how such organization of the team structure will ensure the fulfilment of the Evaluation outlined in the ToR</li> <li>2. The proposed composition of the entire Bidder's Team, including the Core Evaluation Team, Quality Assurance Personnel, Local Coordinator-Specialists and Additional Specialized and Non-Specialized Personnel. The following information should be provided for each member of the Consultant's Team: <ul style="list-style-type: none"> <li>• The name of the proposed resource;</li> <li>• Positions (role/function);</li> <li>• Responsibilities and work tasks (including supervisory) which would be assigned to each individual, including location of field work for the Local Coordinator-Specialists.</li> </ul> </li> <li>3. A detailed work plan (such as a Gantt chart) for fulfilment of the Evaluation outlined in the ToR. The Bidder should include: <ul style="list-style-type: none"> <li>• the level of effort of each member of the entire Bidder's Team;</li> <li>• a staffing schedule that specifies the tasks performed by each team member and the time allocated to each of them.</li> </ul> </li> </ol> <p>Points will be awarded on the following elements.</p>	
	<p><b>A. Organizational structure</b> – based on the organigram/organization explanation, demonstrate that the lines of command, communication, coordination and accountability among team members are in line with the proposed approach and methodology. <b>(maximum 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated - No details provided or incomplete or limited explanation: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25
	<p><b>B. Resource allocation</b> – based on the proposed composition of the Consultant's Team explanation, demonstrate that the tasks/responsibilities allocated between and among resources of the proposed team are in line with the proposed approach and methodology. <b>(maximum 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated - No details provided or incomplete or limited explanation: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25
	<p><b>C. Resource utilization and Planning</b> – based on the detailed work plan and explanation including the level of effort between resources and as a team, demonstrate that they are in line with the proposed approach and methodology submitted in R2.1 and respects the timelines stated in the ToR <b>(maximum 25 points)</b></p> <ul style="list-style-type: none"> <li>• Not demonstrated - No details provided or incomplete or limited explanation: <b>0 points</b></li> <li>• Well demonstrated – Acceptable and adequate explanation: <b>18 points</b></li> <li>• Fully demonstrated – Excellent explanation with concrete and pertinent details: <b>25 points</b></li> </ul>	/25

<b>R2.3</b>	<p><b>Bidder's Quality Assurance System (maximum 25 points)</b></p> <p><b>A maximum of two (2) pages will be considered for this requirement</b></p> <p>The Bidder is expected to have an Evaluation Quality Assurance System (EQAS). That is, the Bidder is expected to dedicate specific resources to quality assurance efforts and have quality assurance mechanisms which will be applied throughout the evaluation process. The Bidder should provide:</p> <ol style="list-style-type: none"> <li>1. a description of the Bidder's EQAS including the following elements: <ul style="list-style-type: none"> <li>• The components of the evaluation mandate that will be covered;</li> <li>• The points in the evaluation process when the above components will be covered.</li> <li>• The proposed process steps/mechanisms to ensure the above components will be covered at each point in the evaluation process listed above [i.e. how the quality of the evaluation management and evaluation deliverables will be ensured throughout the evaluation process]; and</li> <li>• The roles and responsibilities of quality assurance personnel.</li> </ul> </li> </ol> <p>evidence that the described EQAS is in place and has been used for previous evaluations;</p> <p><b>Points will be awarded on the following elements.</b></p>	
	<p><b>A.</b> Points will be awarded based on the Bidder's demonstration that its EQAS fully ensures quality in conducting the Services described in the ToR.</p> <ul style="list-style-type: none"> <li>• Not demonstrated – No details provided or incomplete description of elements or quality assurance/control is limited to the Evaluation Team Leader's oversight or on normally expected work on the validity and reliability of data/information sources: <b>0 point</b>;</li> <li>• Well demonstrated – Adequate description provided for all elements: <b>15 points</b>;</li> <li>• Fully demonstrated – Concrete description provided for all elements: <b>20 points</b>.</li> </ul>	/20
	<p><b>B.</b> Points will be awarded based on a demonstrated presence and use of the described EQAS:</p> <ul style="list-style-type: none"> <li>• The EQAS is not in place and has not been used for previous evaluations: <b>0 point</b></li> <li>• The EQAS is in place but has not been used in previous evaluations: <b>1 points</b></li> <li>• The EQAS is in place and evidence provided that it has been used in previous evaluations: <b>5 points</b></li> </ul>	/5
	<b>Sub-total (R2) - Methodology</b>	/225
	<b>Total Rated Technical Criteria (R1 + R2)</b> <b>The minimum pass mark for the rated technical criteria is 410 points (70%)</b>	/585

## **Section 6. Standard Form of Contract**

### **STANDARD FORM OF CONTRACT**

**Consulting and Professional Services**  
Time-Based Contract

**Contents**

A. Contract..... 98

I. General Conditions (GC) of Contract..... 99

    1. General Provisions ..... 99

        1.1 Definitions ..... 99

        1.2 Relationship Between the Parties..... 101

        1.3 Law Governing the Contract, permits, licenses, etc..... 101

        1.4 Headings ..... 101

        1.5 Priority of Documents..... 101

        1.6 Notices ..... 101

        1.7 Location ..... 102

        1.8 Authority of Member in Charge ..... 102

        1.9 DFATD Authorities ..... 102

        1.10 Successors and Assigns..... 102

        1.11 Certifications provided in the Proposal..... 102

        1.12 Integrity Provisions ..... 102

        1.13 Conflict of Interest ..... 102

        1.14 Translation of Documentation ..... 103

        1.15 Severability ..... 103

    2. Commencement, Completion, Modification and Termination of Contract..... 103

        2.1 Effective date of Contract ..... 103

        2.2 Period of Contract..... 104

        2.3 Amendment and Waiver ..... 104

        2.4 Contract Approvals ..... 104

        2.5 Time of the essence..... 104

        2.6 Excusable Delay..... 104

        2.7 Suspension of Services ..... 105

        2.8 Termination due to default of Consultant ..... 105

        2.9 Termination for Convenience ..... 106

        2.10 Cessation of Rights and Obligations..... 107

        2.11 Assignment of Contract ..... 107

    3. Obligations of the Consultant..... 107

        3.1 General..... 107

        3.2 Confidentiality and privacy..... 108

        3.3 Insurance to Be Acquired by the Consultant ..... 109

        3.4 Security Requirements ..... 109

        3.5 Initial Visit and Audit ..... 111

        3.6 Liability..... 111

        3.7 Ownership of Intellectual and Other Property Including Copyright..... 111

        3.8 Intellectual Property Infringement and Royalties ..... 114

        3.9 Equipment, Vehicles and Materials..... 115

        3.10 Use of DFATD/ Recipient Country property, facilities and electronic media..... 115

        3.11 Economic Sanctions and Other Trade Controls ..... 116

        3.12 Public recognition ..... 116

    4. Consultants’ Personnel..... 116

        4.1 General ..... 116

        4.2 Working Hours, Leave, etc. .... 116

---

4.3 Language Requirements.....	116
4.4 Replacement of Personnel.....	117
4.5 Harassment in the workplace .....	117
4.6 Improper conduct or abandonment of position .....	117
5. Obligations of DFATD.....	118
5.1 Method of Payment.....	118
6. Payments to the Consultant .....	118
6.1 Contract Amount and Limitation of Expenditure .....	118
6.2 Basis of Payment.....	119
6.3 Currency of Payment .....	121
6.4 Performance Guarantee.....	121
6.5 Mode of Billing and Payment .....	121
6.6 Final Payment .....	121
6.7 Right of Set-Off .....	121
6.8 Interest on Overdue Accounts.....	122
6.9 Debts left in the Recipient Country.....	122
7. Complaint Mechanism and Settlement of Disputes .....	122
7.1 Alternate dispute resolution .....	122
7.2 Complaint Mechanism for Contract Administration.....	122
II. Special Conditions (SC) of Contract .....	124
III. Annexes.....	129
Annex A – Basis of Payment.....	130
Annex B – Terms of Reference (TOR) .....	131
Annex C – Security Requirements Check List (SRCL) .....	132



---

**CONTRACT FOR CONSULTING AND PROFESSIONAL SERVICES**

between

Department of Foreign Affairs, Trade and Development  
[DFATD]

and

---

[Name of the Consultant]

---

[Address of the Consultant]

in relation to

the evaluation of projects  
from the call for proposals  
“technological platforms to strengthen public sector accountability and citizen engagement”

**A. Contract**

**TIME-BASED**

This CONTRACT (referred to as the “Contract”) is signed, the *[day]* day of the month of *[month]*, between, Her Majesty the Queen in right of Canada represented by the Minister for International Development acting through the Department of Foreign Affairs, Trade and Development (collectively referred to as “DFATD”) and, *[name of Consultant]* (referred to as the “Consultant”).

*OR*

This CONTRACT (referred to as the “Contract”) is signed, the *[day]* day of the month of *[month]*, between, Her Majesty the Queen in right of Canada represented by the Minister for International Development acting through the Department of Foreign Affairs, Trade and Development (collectively referred to as “DFATD”) and, a joint venture or consortium consisting of the following persons or entities, each of which will be jointly and severally liable to DFATD for all the Consultant’s obligations under this Contract, namely, *[name of Consultant]* and *[name of Consultant]* (referred to as the “Consultant”).

The following form an integral part of this Contract:

- (a) The General Conditions of Contract;
- (b) The Special Conditions of Contract;
- (c) The following Annexes:

Annex A: Basis of Payment  
Annex B: Terms of Reference  
Annex C: Security Requirements Check List

## I. General Conditions (GC) of Contract

### 1. GENERAL PROVISIONS

**1.1 Definitions** Unless the context otherwise requires, the following terms whenever used in this Contract have the following meaning:

- (a) **“Applicable Taxes”** means the Goods and Services Tax (GST), the Harmonized Sales Tax (HST), and any provincial tax, by law, payable by Canada such as, as of April 1, 2013, the Quebec sales Tax (QST).
- (b) **“Canada”** means Her Majesty the Queen in right of Canada as represented by the Minister for International Development and any other person duly authorized to act on behalf of that minister or, if applicable, an appropriate minister to whom the Minister for International Development has delegated his or her powers, duties or functions and any other person duly authorized to act on behalf of that minister.
- (c) **“Consultant”** means the person or entity or in the case of a consortium or joint venture, the Member whose name(s) appears on the signature page of the Contract and who is responsible to provide the Services to DFATD under the Contract.
- (d) **“Contract”** means the written agreement between the Parties, which includes these GCs, and SCs, Annexes and every other document specified or referred to in any of them as forming part of the Contract, all as amended by written agreement of the Parties from time to time.
- (e) **“Contracting Authority”** means the DFATD Representative responsible for the administration of the Contract. The Contracting Authority is the only authority to sign contract amendments. The Contracting Authority for this Contract is specified in the SC.
- (f) **“Contractor”** means an entity or entities, other than a Sub-consultant, which contracts with the Consultant to perform specific Services that the Consultant is required to provide under the Contract. Contractor is not part of the Personnel.
- (g) **“Day”** means calendar day, unless otherwise specified.
- (h) **“DFATD Representative”** means an officer or employee of DFATD who is designated to perform the DFATD representative functions under the Contract.
- (i) **“Fees”** means an all-inclusive firm rate, which can be specifically identified and measured as having been incurred or to be incurred in the performance of the Contract.
- (j) **“GC”** means these General Conditions of Contract.
- (k) **“Integrity Regime”** consists of:
  - (i) The *Ineligibility and Suspension Policy* (the Policy);
  - (ii) Any directives issued further to the Policy; and
  - (iii) Any clauses used in instruments relating to contracts.
- (l) **“Licensed professional”** is an individual who is licensed by an authorized licensing body, which governs the profession of which the individual is a member, whether it be the practice of law, medicine, architecture, engineering, accounting, or other similar profession.
- (m) **“Local Support Staff”** means, unless otherwise specified in the SC, the following positions in the Recipient Country:
  - (i) Driver;
  - (ii) Office cleaner;

- (iii) Security guard;
- (iv) Gardener.
- (n) **“Member”** means any of the persons or entities that make up a consortium or joint venture; and **“Members”** means all these persons or entities.
- (o) **“Member in charge”** is the Member authorized to act on behalf of all other Members as the point of contact for DFATD in regard to the Contract. Any communication between DFATD and the Member in charge is deemed to be communication between DFATD and all other Members.
- (p) **“Minister”** means the Minister for International Development and includes the Minister's successors, deputies and any lawfully authorized officers representing the Minister for the purpose of this Contract.
- (q) **“National Joint Council Travel Directive and Special Travel Authorities”** mean the directives that govern travelling on Canadian government business. These directives can be found at <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php> and <http://www.tbs-sct.gc.ca/>
- (r) **“Party”** means DFATD or the Consultant, as the case may be, and **“Parties”** means both of them.
- (s) **“Personnel”** means an employee and/or Sub-consultant of the Consultant (except Local Support Staff) assigned to perform professional, technical and/or administrative services under the Contract.
- (t) **“Reasonable Cost”** means a cost that is, in nature and amount, not in excess of what would be incurred by an ordinary prudent person in the conduct of a business. In determining the reasonableness of a particular cost, consideration will be given to:
  - (i) whether the cost is of a type generally recognized as normal and necessary for the conduct of a similar business or the performance of the Contract;
  - (ii) the restraints and requirements by such factors as generally accepted sound business practices, arm's length bargaining, Canadian laws and regulations and the laws and regulations applicable in the Recipient Country, and the Contract terms;
  - (iii) the action that prudent business persons would take in the circumstances, considering their responsibilities to the owners of the business, their employees, customers, the government and the public at large;
  - (iv) significant deviations from the established practices of a similar business which may unjustifiably increase the Contract costs; and
  - (v) the specifications, delivery schedule and quality requirements of the Contract as they affect costs.
- (u) **“Recipient Country”** means the developing country designated by DFATD as a project owner/ beneficiary as indicated in the SC.
- (v) **“Reimbursable Expenses”** means the out-of-pocket expenses, which can be specifically identified and measured as having been used or to be used in the performance of the Contract.
- (w) **“SC”** means the Special Conditions of Contract by which the GC may be amended or supplemented.
- (x) **“Services”**, unless otherwise expressed in the Contract, means everything that has to be delivered or performed by the Consultant to meet its obligations under the Contract, including everything specified in Annex B, Terms of Reference, to the Contract.

- (y) **“Sub-consultant”** means a person or entity or entities contracted by the Consultant to perform specific services, through the use of individual resource(s), that the Consultant is required to provide under the Contract. The Sub-consultant is part of the Personnel.
- (z) **“Technical Authority”** means the DFATD Representative responsible for all matters concerning the technical requirement under the Contract. The Technical Authority for this Contract is specified in the SC.
- (aa) **“Terms of Reference”** means the document included as Annex B, Terms of Reference.
- (bb) **“Third Party”** means any person or entity other than DFATD and the Consultant.
- (cc) **“Travel Status”** means travel approved in writing by the Technical Authority directly related to the Services.

**1.2 Relationship Between the Parties**

1.2.1 This is a Contract for the performance of Services for the benefit of the Recipient Country. Nothing in the Contract is intended to create a partnership, a joint venture or an agency between DFATD and the Consultant. The Consultant is engaged by DFATD under the Contract as an independent Consultant for the sole purpose of providing the Services for the benefit of the Recipient Country. The Consultant, its Personnel, Contractors and Local Support Staff are not engaged under the Contract as employees, servants, partners or agents of DFATD and must not represent themselves as an agent or representative of DFATD or anyone. The Consultant is solely responsible for any and all payments, deductions, and/or remittances required by law in relation to its Personnel, Contractors and Local Support Staff.

**1.3 Law Governing the Contract, permits, licenses, etc.**

1.3.1 The Contract must be interpreted and governed and the relations between the Parties determined by the laws in force in the Canadian province specified in the SC. The Parties irrevocably and unconditionally attorn to the exclusive jurisdiction of the courts and tribunals of Canada.

1.3.2 The Consultant must obtain and maintain at its own cost all permits, license regulatory approvals and certificates required to perform the Services. If requested by the Contracting Authority, the Consultant must provide a copy of any required permit, license, regulatory approvals or certificate to DFATD.

**1.4 Headings**

1.4.1 The headings will not limit, alter or affect the meaning of this Contract.

**1.5 Priority of Documents**

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

- (a) Special Conditions of Contract (SC);
- (b) General Conditions of Contract (GC);
- (c) Annex A: Basis of Payment;
- (d) Annex B: Terms of Reference;
- (e) Annex C: Security Requirements Check List (if applicable); and
- (f) The Consultant’s Proposal.

**1.6 Notices**

1.6.1 Where in the Contract any notice, request, direction or other communication is required to be given or made by either Party, it will be in writing and is effective if delivered in person, by courier, mail, facsimile or other electronic method that provides a paper record of the text of the notice. It must be addressed to the Party for whom it is intended at the address specified in the SC. Any notice will be effective on the day it is received at that address. The address of either Party may be changed by notice in the manner set out in this GC.

- 1.7 Location** 1.7.1 The Services will be performed at locations specified in Annex B, Terms of Reference, and, where the location of a particular task is not so specified, at such locations as DFATD may specify and/or approve.
- 1.8 Authority of Member in Charge** 1.8.1 If the Consultant consists of a consortium or joint venture, the Members authorize the entity specified in the SC (i.e. the Member in charge) to act on their behalf in exercising all the Consultant’s rights and obligations towards DFATD under this Contract, including without limitation, the receiving of instructions and payments from DFATD.
- 1.9 DFATD Authorities** 1.9.1 Only the Contracting and Technical Authorities specified in the SC are authorized to take any action or execute any documents on behalf of DFATD under this Contract.
- 1.10 Successors and Assigns** 1.10.1 The Contract will enure to the benefit of and be binding upon the Parties and their lawful heirs, executors, administrators, successors and permitted assigns.
- 1.11 Certifications provided in the Proposal**
- 1.11.1 Ongoing compliance with the certifications provided by the Consultant in its proposal is a condition of the Contract and subject to verification by DFATD during the entire period of Contract.
- 1.11.2 If the Consultant does not comply with any certification included in its proposal, or if it is found that the Consultant has omitted to declare, prior to entering into this Contract or during the period of Contract, any conviction or sanction, or if it is determined that any certification made by the Consultant in its Proposal is untrue, whether made knowingly or unknowingly, DFATD has the right, pursuant to the GC 2.8, to terminate the Contract.
- 1.11.3 Unless otherwise indicated in the SC, the Consultant understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Consultant and Employment and Social Development Canada (ESDC)-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Consultant will be added to the "Federal Contractors Program Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Consultant in default as per the terms of the Contract.
- 1.12 Integrity Provisions**
- 1.12.1 The *Ineligibility and Suspension Policy* (the “Policy”) and all related directives incorporated by reference into the Request for Proposal, that preceded this Contract, on its closing date are incorporated into, and form a binding part of the Contract. The Consultant must comply with the provisions of the Policy and directives, which can be found on the Public Works and Government Services Canada’s website at [Ineligibility and Suspension Policy](#).
- 1.12.2 Ongoing compliance with the provisions of the Integrity Regime is a condition of the Contract and subject to verification by DFATD during the entire period of the Contract.
- 1.12.3 Where a Consultant is determined to be ineligible or suspended pursuant to the Integrity Regime during performance of the Contract, DFATD may, following a notice period of no less than two weeks, during which time the Consultant may make representations on such matters as maintaining the contract, terminate the contract for default. A termination for default does not restrict DFATD’s right to exercise any other remedy that may be available against the Consultant.
- 1.13 Conflict of Interest** 1.13.1 Given the nature of the work to be performed under this Contract and in order to avoid any conflict of interest or appearance of conflict of interest, the Consultant acknowledges that it will not be eligible to bid, either as a Consultant or as a Sub-consultant or Contractor (including as an individual resource) or to assist any Third Party in bidding on any requirement relating to the work performed by the Consultant under this Contract. DFATD may reject any future proposal for which the Consultant

would be the Bidder or may be otherwise involved in the proposal, either as a Sub-consultant or a Contractor, as an individual resource, or as someone (either itself or its employees) who may have advised or otherwise provided assistance to the Bidder.

- 1.13.2 The Consultant acknowledges that individuals who are subject to the provisions of the *Conflict of Interest Act* (S.C. 2006, c.9, s.2), the *Conflict of Interest Code for Members of the House of Commons*, the *Values and Ethics Code for the Public Sector* or all other codes of values and ethics applicable within specific organizations cannot derive any direct benefit resulting from the Contract.
- 1.13.3 The Consultant declares that no bribe, gift, benefit, or other inducement has been or will be paid, given, promised or offered directly or indirectly to any official or employee of Canada or to a member of the family of such a person with a view of influencing the entry into the Contract or the administration of the Contract.
- 1.13.4 The Consultant must not influence, seek to influence or otherwise take part in a decision of Canada knowing that the decision might further its private interest. The Consultant must have no financial interest in the business of a Third Party that causes or would appear to cause a conflict of interest in connection with the performance of its obligations under the Contract. If such a financial interest is acquired during the period of the Contract, the Consultant must immediately declare it to the Contracting Authority.
- 1.13.5 The Consultant warrants that, to the best of its knowledge after making diligent inquiry, no conflict exists or is likely to arise in the performance of the Contract. In the event that the Consultant becomes aware of any matter that causes or is likely to cause a conflict in relation to the Consultant's performance under the Contract, the Consultant must immediately disclose such matter to the Contracting Authority in writing.
- 1.13.6 If the Contracting Authority is of the opinion that a conflict exists as a result of the Consultant's disclosure or as a result of any other information brought to the Contracting Authority's attention, the Contracting Authority may require the Consultant to take steps to resolve or otherwise deal with the conflict or, at its entire discretion, terminate the Contract for default. Conflict means any matter, circumstance, interest, or activity affecting the Consultant, its Personnel, or Contractors, which may or may appear to impair the ability of the Consultant to perform the Services diligently and independently.

**1.14  
Translation of  
Documentation**

- 1.14.1 The Consultant agrees that DFATD may translate any documentation delivered to DFATD by the Consultant that does not belong to DFATD under the GC 3.7 and 3.8. The Consultant acknowledges that DFATD owns the translation and that it is under no obligation to provide any translation to the Consultant. DFATD agrees that any translation must include any copyright notice and any proprietary right notice that was part of the original. DFATD acknowledges that the Consultant is not responsible for any technical errors or other problems that may arise as a result of the translation.

**1.15  
Severability**

- 1.15.1 If any provision of the Contract is declared by a court of competent jurisdiction to be invalid, illegal or unenforceable, that provision will be removed from the Contract without affecting any other provision of the Contract.

**2. COMMENCEMENT, COMPLETION, MODIFICATION AND TERMINATION OF CONTRACT**

**2.1 Effective  
date of  
Contract**

- 2.1.1 The effective date of this Contract is the most recent date upon which the Contract was executed on behalf of DFATD and the Consultant.

**2.2 Period of Contract**

2.2.1 The period of Contract is established in the SC.

**2.3 Amendment and Waiver**

2.3.1 Any changes to the Services will only be valid if effected by means of a written amendment to the Contract executed by the Parties on a document entitled "Amendment".

2.3.2 A waiver of any condition or right of the Contract by a Party is only valid if it is made in writing by the Contracting Authority or by a duly authorized representative of the Consultant.

2.3.3 A waiver of any condition or right of the Contract will not prevent a Party from enforcing that right or condition in the case of a subsequent breach.

**2.4 Contract Approvals**

2.4.1 Acceptance of Deliverables

The Consultant will provide the Technical Authority with deliverables detailed in Annex B, Terms of Reference, for approval within the established timeframe.

2.4.2 Delays Related to Approval

(a) The Technical Authority may request modifications to the deliverables through a notice as described in the GC 1.6.

(b) If modifications are requested, unless otherwise specified in the notice by the Technical Authority, the Consultant must address the requested modifications to DFATD satisfaction within the timeframe specified in the SC.

2.4.3 Replacement of Personnel by an Individual with Equivalent Qualifications

Where the Consultant proposes to replace any member of the Consultant's Personnel assigned to an existing position(s) with a substitute with equivalent or better qualifications and experience in accordance with the GC 4.4, the change must be approved by the Technical Authority. In such case, Fees related to the position remain unchanged.

The approval of replacement of Personnel for existing position(s) is to be made through a written notice by the Technical Authority or through an amendment to the Contract.

**2.5 Time of the essence**

2.5.1 The Services must be performed within or at the time stated in the Contract and in accordance with Annex B, Terms of Reference.

**2.6 Excusable Delay**

2.6.1 A delay in the performance by the Consultant of any obligation under the Contract that is caused by an event that:

- (a) is beyond the reasonable control of the Consultant;
- (b) could not reasonably have been foreseen;
- (c) could not reasonably have been prevented by means reasonably available to the Consultant; and
- (d) occurred without the fault or neglect of the Consultant

will be considered an "Excusable Delay" if the Consultant advises the Contracting Authority of the occurrence of the delay or of the likelihood of the delay as soon as the Consultant becomes aware of it. The Consultant must also advise the Technical Authority, within 20 working days, of all the circumstances relating to the delay. The Consultant must use all reasonable efforts to mitigate any effect, commercial or other, resulting from the event causing the delay. Within the same delay of 20 working days, the Consultant must also provide to the Technical Authority, for approval, a clear work around plan explaining in details the steps that the Consultant proposes to take in order to minimize the impact of the event causing the delay including details of the unavoidable costs to be incurred during this period.



- 2.6.2 Any delivery date or other date that is directly affected by an Excusable Delay will be postponed for a reasonable time that will not exceed the duration of the Excusable Delay.
- 2.6.3 However, if an Excusable Delay has continued for 3 months, the Contracting Authority may, by giving notice in writing to the Consultant:
- (a) suspend the Services or part of the Services for up to 180 Days in accordance with the GC 2.7 below or
  - (b) terminate the Contract for convenience in whole or in part as per the GC 2.9.
- 2.6.4
- (a) During the first 3 months following the Excusable Delay event, DFATD will pay incurred unavoidable costs as detailed and approved by the Contracting Authority in the work around plan. These costs may include but are not limited to : Fees for long term Personnel in the Recipient Country and Reimbursable Expenses such as expenses of the local office (electricity, rent, etc.) and any other costs mutually agreed to by both Parties
  - (b) In case of suspension of the Services after the first 3 months of the Excusable Delay event, DFATD will pay the Consultant in accordance with the provisions of the GC 2.7.2;
  - (c) In case of termination after the first 3 months of the Excusable Delay event, DFATD will pay the Consultant in accordance with the provisions of the GC 2.9.2, 2.9.3 and 2.9.4.

In any case, the Parties agree that neither will make any claim against the other for damages, expected profits or any other loss arising out of the suspension or termination or the event that contributed to the Excusable Delay.

- 2.6.5 If the Contract is terminated under the GC 2.6, the Contracting Authority may require the Consultant to deliver to DFATD or the Recipient Country, in the manner and to the extent directed by the Contracting Authority, anything that the Consultant has acquired or produced specifically to perform the Contract.

## **2.7 Suspension of Services**

- 2.7.1 The Contracting Authority may at any time, by written notice, order the Consultant to suspend or stop the Services under the Contract or part of the Services under the Contract for a period of up to 180 Days. The Consultant must immediately comply with any such order in a way that minimizes the cost of doing so. Within these 180 Days, the Contracting Authority will either cancel the order or terminate the Contract, in whole or in part, under the GC 2.8 or 2.9.
- 2.7.2 When an order is made under the GC 2.7.1, unless the Contracting Authority terminates the Contract by reason of default by the Consultant or the Consultant abandons the Contract, the Consultant will be entitled to be paid its additional costs incurred, as DFATD considers reasonable as a result of the suspension order.
- 2.7.3 When an order made under the GC 2.7.1 is cancelled, the Consultant must resume the Services in accordance with the Contract as soon as practicable. If the suspension has affected the Consultant's ability to meet any delivery date under the Contract, the date for performing the part of the Services affected by the suspension will be extended for a period equal to the period of suspension plus a period, if any, that in the opinion of the Contracting Authority, following consultation with the Consultant, is necessary for the Consultant to resume the Services.

## **2.8 Termination**

- 2.8.1 Except in situations identified in the GC 2.6.1, if the Consultant is in default of carrying out any of its obligations under the Contract, the Contracting Authority may, by giving written notice to the Consultant, terminate for default the Contract or part

**due to default  
of Consultant**

of the Contract. The termination will take effect immediately or at the expiration of a cure period specified in the notice, if the Consultant has not cured the default to the satisfaction of the Contracting Authority within that cure period. If the Contract is terminated in part only, the Consultant must proceed to complete any part of the Contract that is not affected by the termination notice.

- 2.8.2 If the Consultant becomes bankrupt or insolvent, makes an assignment for the benefit of creditors, or takes the benefit of any statute relating to bankrupt or insolvent debtors, or if a receiver is appointed under a debt instrument or a receiving order is made against the Consultant, or an order is made or a resolution passed for the winding down of the Consultant, the Contracting Authority may, to the extent permitted by the laws of Canada, by giving written notice to the Consultant, immediately terminate for default the Contract or part of the Contract.
- 2.8.3 If DFATD gives notice under the GC 2.8.1 or 2.8.2, the Consultant will have no claim for further payment except as provided under GC 2.8. The Consultant will be liable to DFATD for all losses and damages suffered by DFATD because of the default or occurrence upon which the notice was based, including any increase in the cost incurred by DFATD in procuring the Services from another source.
- 2.8.4 Upon termination of the Contract under this GC 2.8, the Contracting Authority may require the Consultant to deliver to DFATD or the Recipient Country, in the manner and to the extent directed by the Contracting Authority, any completed parts of the Services not delivered and accepted before the termination and anything the Consultant has acquired or produced specifically to perform the Contract. In such case, subject to the deduction of any claim that DFATD may have against the Consultant arising under the Contract or out of the termination, DFATD will pay or credit to the Consultant:
- (a) the value of the Fees for all completed parts of the Services performed and accepted by DFATD in accordance with the Contract;
  - (b) the value of the incurred allowable Reimbursable Expenses as it relates to the Services performed and accepted by DFATD prior to the date of the termination notice; and
  - (c) any other allowable Reimbursable Expenses that DFATD considers reasonable in respect to anything else delivered to and accepted by DFATD.

The total amount paid by DFATD under the Contract to the date of the termination and any amount payable under this GC 2.8.4 must not exceed the Contract price.

- 2.8.5 If the Contract is terminated for default under the GC 2.8.1, but it is later determined that grounds did not exist for a termination for default, the notice will be considered a notice of termination for convenience issued under the GC 2.9

**2.9  
Termination  
for  
Convenience**

- 2.9.1 At any time before the end of the Contract, the Contracting Authority may, by giving notice in writing to the Consultant, terminate for convenience the Contract or part of the Contract. Once such notice of termination for convenience is given, the Consultant must comply with the requirements of the termination notice. If the Contract is terminated in part only, the Consultant must proceed to complete any part of the Contract that is not affected by the termination notice. The termination will take effect immediately or, as the case may be, at the time specified in the termination notice.
- 2.9.2 If a termination notice is given pursuant to the GC 2.9.1, the Consultant will be entitled to be paid for costs that have been reasonably and properly incurred to perform the Contract to the extent that the Consultant has not already been paid or reimbursed by DFATD. The Consultant will be paid:

- (a) Fees for all Services performed and accepted before or after the termination notice in accordance with the provisions of the Contract and with the instructions contained in the termination notice;
- (b) the value of the incurred allowable Reimbursable Expenses as it relates to the Services performed and accepted prior to the date of the termination notice; and
- (c) all costs DFATD considers reasonable incidental to the termination of the Services incurred by the Consultant excluding the cost of severance payments or damages to employees whose services are no longer required, except wages that the Consultant is obligated by statute to pay.

2.9.3 DFATD may reduce the payment in respect of any part of the Services, if upon verification it does not meet the requirements of the Contract.

2.9.4 Upon termination of the Contract under this GC 2.9, the Contracting Authority may require the Consultant to deliver to DFATD or the Recipient Country, in the manner and to the extent directed by the Contracting Authority, any completed parts of the Services not delivered and accepted before the termination and anything the Consultant has acquired or produced specifically to perform the Contract. The total of the amounts, to which the Consultant is entitled to be paid under this GC 2.9, together with any amounts paid, due or becoming due to the Consultant must not exceed the Contract price. The Consultant will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by DFATD under this GC 2.9 except to the extent that this GC 2.9 expressly provides.

**2.10 Cessation of Rights and Obligations**

2.10.1 Upon termination of this Contract pursuant to the GC 2.7, 2.8, or 2.9, or upon expiration of this Contract pursuant to the GC 2.2, all rights and obligations of the Parties will cease, except:

- (a) such rights and obligations as may have accrued on the date of termination or expiration;
- (b) the obligation of confidentiality set forth in the GC 3.2;
- (c) the Consultant's obligation to permit inspection, copying and auditing of their accounts and records set forth in the GC 3.5; and
- (d) any right which a Party may have under the Law governing the Contract as specified in 1.3.1.

**2.11 Assignment of Contract**

2.11.1 The Consultant must not assign the Contract without first obtaining the written consent of the Contracting Authority. An assignment agreement signed by the Consultant and the assignee must be provided to DFATD before such consent for assignment is given. Any assignment made without that consent is void and will have no effect.

2.11.2 Assignment of the Contract does not relieve the Consultant from any obligation under the Contract and it does not impose any liability upon DFATD.

**3. OBLIGATIONS OF THE CONSULTANT**

**3.1 General**

***Standard of Performance***

3.1.1 The Consultant must perform the Services and carry out its obligations under the Contract with all due diligence, efficiency and economy, in accordance with generally accepted professional standards and practices, and must observe sound management practices, and employ appropriate technology and safe and effective equipment, machinery, materials and methods. In respect of any matter relating to this Contract or to the Services, the Consultant must at all times support and safeguard DFATD's legitimate interests in any dealings with Personnel, Contractors or Third Parties.

**Warranty by  
Consultant**

3.1.2

- (a) In line with fundamental principles of human rights that are embedded in the Canadian Charter of Rights and Freedoms, DFATD prohibits discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability. The Consultant represents and warrants that:
  - (i) it agrees to abide by any governing law protecting individuals against any manner of discrimination regardless of location of work;
  - (ii) it must not be discriminated with respect to individuals' eligibility to participate as a beneficiary of the development initiative beyond what is targeted in the Terms of Reference of this Contract.
- (b) The Consultant represents and warrants that:
  - (i) It is competent to render the Services;
  - (ii) It has everything necessary to render the Services, including the resources, facilities, labour, technology, equipment, and materials; and
  - (iii) It has the necessary qualifications, including knowledge, skill, know-how and experience, and the ability to use them effectively to render the Services.
- (c) The Consultant must:
  - (i) Render the Services diligently and efficiently;
  - (ii) Use, as a minimum, quality assurance procedures, inspections and controls generally used and recognized by the industry to ensure the degree of quality required by the Contract;
  - (iii) Render the Services in accordance with standards of quality acceptable to DFATD and in full conformity with the Terms of Reference and all the requirements of the Contract; and
  - (iv) Provide effective and efficient supervision to ensure that the quality of Services meets the requirements of the Contract.
- (d) The Services must not be performed by any person who, in the opinion of DFATD, is incompetent, unsuitable or has been conducting himself/herself improperly.
- (e) All Services rendered under the Contract must, at the time of acceptance, conform to the requirements of the Contract. If the Consultant is required to correct or replace the Services or any part of the Services, it must be at no cost to DFATD.

**Evaluation of  
Performance**

3.1.3

DFATD will evaluate the performance of the Consultant during the term of the Contract and/ or upon completion of the Services.

**3.2  
Confidentiality  
and privacy**

3.2.1

The Consultant must keep confidential all information provided to the Consultant by or on behalf of DFATD in connection with the Services, including any information that is confidential or proprietary to Third Parties, and all information conceived, developed or produced by the Consultant as part of the Services when copyright or any other intellectual property rights in such information belongs to DFATD under the Contract. The Consultant must not disclose any such information without the written permission of DFATD. The Consultant may disclose to a Sub-consultant and/or Contractor any information necessary to perform the subcontract as long as the Sub-consultant and/or Contractor agrees to keep the information confidential and that it will be used only to perform the subcontract.

3.2.2

The Consultant agrees to use any information provided to the Consultant by or on behalf of DFATD only for the purpose of the Contract. The Consultant acknowledges that all this information remains the property of DFATD or the Third Party, as the case may be. Unless provided otherwise in the Contract, the Consultant must deliver to DFATD all such information, together with every copy, draft, working paper and note that contains such information, upon completion or termination of the Contract or at such earlier time as DFATD may require.

- 3.2.3 Subject to the *Access to Information Act* (R.S.C. 1985, c. A-1) and to any right of DFATD under the Contract to release or disclose, DFATD will not release or disclose outside the Government of Canada any information delivered to DFATD under the Contract that is proprietary to the Consultant, Sub-consultant or a Contractor.
- 3.2.4 The obligations of the Parties set out in this GC 3.2 do not apply to any information if the information:
- (a) is publicly available from a source other than the other Party; or
  - (b) is or becomes known to a Party from a source other than the other Party, except any source that is known to be under an obligation to the other Party not to disclose the information; or
  - (c) is developed by a Party without use of the information of the other Party.
- 3.2.5 Wherever possible, the Consultant will mark or identify any proprietary information delivered to DFATD under the Contract as “Property of (Consultant's name), permitted Government uses defined under DFATD Contract No. (fill in contract number)”. DFATD will not be liable for any unauthorized use or disclosure of information that could have been so marked or identified and was not.

**3.3 Insurance to Be Acquired by the Consultant**

***Insurance Specified by DFATD***

- 3.3.1 The Consultant must acquire and maintain insurance specified in the SC at its own cost. Such insurance must be in place within 10 Days from the signature of the Contract for the duration of the period of the Contract as established in the GC 2.2.

***Additional Insurance***

- 3.3.2 The Consultant is responsible for deciding if insurance coverage other than that specified in the SC is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Consultant’s own expense, and for its own benefit and protection.

***Insurance Certificates***

- 3.3.3 If requested by the Contracting Authority, the Consultant must provide, within the timeframe indicated in the notice, the proof of insurance issued by an insurance company rated as A++ to B++ by A.M. Best in the form of a certificate or certificates confirming that the insurance is in force.

***Litigation***

- 3.3.4 In the event that DFATD is enjoined in any litigation arising from any claims, the Consultant must, within 10 Days of a request from DFATD, provide certified true copies of all applicable insurance policies to the Contracting Authority.

***No Waiver***

- 3.3.5 Compliance with the insurance requirements does not relieve the Consultant from or reduce its liability under any other provisions set forth under the Contract.

**3.4 Security Requirements**

- 3.4.1 The security requirements associated with this Contract, if any, are specified in Annex C, Security Requirement Checklist (SRCL) and in the SC.

***Consultant’s responsibility to safety and protection of Personnel and Sub-consultants***

**3.4.2 Obligations Related to Security**

- (a) The Consultant is responsible to ensure its own security and the security of its Personnel. DFATD assumes no responsibility for their security.
- (b) The Consultant recognizes that work involved in this Project could expose it and its Personnel to serious risks of injury and/or death.
- (c) The Consultant is responsible to fully and openly disclose to its Personnel the inherent risks of the Project.

- (d) The Consultant is also responsible to keep itself and its Personnel informed of any «Travel Advice and Advisories» issued by the Government of Canada.

The security provisions applicable to Afghanistan contracts are specified in the SC.

### **3.4.3 Security Measures**

- (a) Except for Afghanistan contracts, it is the sole responsibility of the Consultant to conduct a security assessment and take any and all necessary measures to ensure its own security and the security of its Personnel. If the Consultant determines that a security plan is necessary, the Consultant will develop, adapt and implement a security plan based on international best practices in this area, taking the following into consideration:
- i. Security related issues and challenges in general, and within the Project area;
  - ii. Local customs, laws and regulations;
  - iii. Restrictions and protocols for movement in the Project area, where applicable;
  - iv. Security equipment and equipment-related protocols (vehicles, communications, personal protective equipment, etc.), as required;
  - v. Security and Personnel safety protocols (guards, office, staff housing, the Project area, etc.);
  - vi. Evacuation, including emergency medical evacuation, procedures;
  - vii. Abduction/Missing person protocol(s); and
  - viii. Processes for security awareness updates, as required.
- (b) The security provisions applicable to Afghanistan contracts are specified in the SC.

#### **For all contracts:**

- (c) The Consultant should also put in place for itself and its Personnel, but not limited to, the following:
- i. Hospitalization and medical treatment arrangements;
  - ii. Mortuary affairs arrangements;
  - iii. Procedures for expected conduct and discipline;
  - iv. Health and safety protocols as well as insurance requirements; and
  - v. Critical incident management procedures, which should be in accordance with the Consultant's internal policies and harmonized, where practicable, with the Canadian Embassy consular procedures.

### **3.4.4 Personnel**

For the purposes of the GC 3.4 the term “Personnel” includes:

- (a) all individuals involved in the project under an employment contract with the Consultant;
- (b) all individuals not included in the GC 3.4.4 (a) who are authorized by the Consultant to be involved in the project, including, but not limited to, volunteers and interns; and
- (c) each family member, if applicable, of:
  - i. the Consultant, and
  - ii. each individual included in the GC 3.4.4 (a) and (b)

For the purposes of the GC 3.4, the term “Personnel” excludes Sub-consultants and individuals involved in the project either under employment or service contracts with Sub-consultants.

### **3.4.5 Sub-consultants and Contractors**

Unless DFATD agrees in writing, the Consultant must ensure that each of its Sub-consultants and Contractors are bound by terms and conditions compatible with and, in the opinion of the

Contracting Authority, not less favorable to DFATD than the terms and conditions of the GC 3.4.

**3.5 Initial Visit and Audit**

3.5.1 To improve project implementation DFATD may conduct an initial visit after the signature of the Contract. The objective of the initial visit is to review the terms and conditions of the Contract with the Consultant, and to ensure that the Consultant's financial management of the project can be done efficiently and in accordance with the requirements of the Contract. The Consultant agrees to allow for the initial visit and to provide the DFATD Representative with the facilities, personnel, and any information required for the purposes of the initial visit, all at no cost to DFATD.

3.5.2 All costs incurred under this Contract may be subject to audit, at the discretion of DFATD, by DFATD's designated audit representatives. The Consultant will keep proper accounts and records of the cost of the Services and of all expenditures or commitments made by the Consultant, including the invoices, receipts and vouchers, which will be open to audit and inspection by the authorized DFATD Representatives who may make copies and take extracts there from. The Consultant must make facilities available for audit and inspection and must furnish the authorized DFATD Representatives with such information as DFATD, may from time to time require with reference to the documents referred to in the Contract. The Consultant must not dispose of the documents referred to in the Contract without the written consent of the Contracting Authority, and must preserve and keep them available for audit and inspection for a period of 7 years following completion of the Contract.

**3.6 Liability**

3.6.1 The Consultant is liable for any damage caused by the Consultant, its Personnel, Local Support Staff, Contractor(s) or agents to DFATD or any Third Party. DFATD is liable for any damage caused by DFATD, its employees or agents to the Consultant or any Third Party. The Parties agree that no limitation of liability or indemnity provision applies to the Contract unless it is specifically incorporated in full text in the GCs or SCs. Damage includes any injury to persons (including injury resulting in death) or loss of or damage to property (including real property) caused as a result of or during the performance of the Contract.

**3.7 Ownership of Intellectual Property Including Copyright**

**Definitions**

3.7.1 The following definitions apply to this GC.

- (a) "applicable national law" means, notwithstanding the law applicable to the Contract, the law of a country that applies to works and governs, in that country, acts reserved to an owner of a work, such as, in Canada, the *Copyright Act*.
- (b) "intellectual property rights" or "rights" means, for the work, all or any of the acts reserved to the owner by the applicable law in the country where the licence or assignment of rights is exploited under the Contract, or the acts that the Parties to the Contract recognize as being reserved to the owner, especially by reference to the applicable law in Canada if there is no applicable law in a country or if this law is silent regarding an act.
- (c) "moral rights" means right to the authorship and right to the integrity of the work the author is recognized as having under the applicable national law.
- (d) "owner of intellectual property rights" or "owner" means any holder of intellectual property rights in a work as defined by the applicable national law or by the Parties to the Contract, especially by reference to the applicable law in Canada, if there is no national law or if this law is silent regarding a definition thereof, including the creator of the work,

the creator's employer if the creator's employer owns rights under the applicable national law or under an agreement with the employee, coholders of rights in the work produced by the collaboration of two or more co-creators whose respective contributions cannot be distinguished, or the assignee or coassignees of rights in the work.

- (e) "work" means, in any form or medium, the original expression of any literary, artistic, dramatic, musical or scientific production, but not the idea itself expressed by the work, the original expression resulting from the selection or arrangement of works or of parts thereof, or of data, in the case of a compilation, the original expression produced by the collaboration of two or more creators whose respective contributions cannot be distinguished in the case of a work of joint authorship, or the original expression written in distinct parts by different authors, or which incorporates works or parts thereof by different authors, in the case of a collective work, whether or not protected under an applicable national law. Work does not include software and related software documentation.

***Licenses and  
Assignments***

Beneficiaries of the assistance project

**3.7.2 Licence for the work created under the contract for the needs of beneficiaries**

In consideration for the price of its services under the Contract, for any work created under the contract that is intended, according to the Technical Authority, to meet the needs of beneficiaries of the assistance project, the Consultant grants to any beneficiary designated by the Technical Authority, a worldwide, perpetual, irrevocable, non-exclusive, non-commercial, free of charge and royalty-free licence, authorizing the beneficiary:

- (a) to do the acts reserved to the owner by the applicable national law, or the acts reserved to the owner by the applicable law in Canada if there is no national law; and  
(b) to grant a sub-licence to any person, free of charge and royalty-free, authorizing the sub-licensee to do any or all of the acts mentioned in paragraph (a).

**3.7.3 Assignment of rights in lieu of a licence**

In lieu of the licence granted pursuant to section 3.7.2 and as requested by Technical Authority, the Consultant assigns to the beneficiary, in consideration of the price of its services under the Contract, all intellectual property rights in each draft and version of any work created under the contract, free of charge and royalty-free, subject to the rights granted to Her Majesty under the contract.

**Her Majesty**

**3.7.4 Licence for any work created under the contract for the needs of beneficiaries**

In consideration of the price of its services under the Contract, for any work created under the contract for the needs of beneficiaries of the assistance project, the Consultant grants to Her Majesty a worldwide, perpetual, irrevocable, non-exclusive, non-commercial, free of charge and royalty-free licence, authorizing Her Majesty:

- (a) to do the acts reserved to the owner by the applicable national law, or the acts reserved to the owner by the applicable law in Canada if there is no national law; and  
(b) to grant a sub-licence to any person, free of charge and royalty-free, authorizing the sub-licensee to do any or all of the acts mentioned in paragraph (a).

**3.7.5 Assignment of rights in any work created under the contract that serve to define or manage the assistance project**



In consideration of the price of its services under the Contract, the Consultant assigns to Her Majesty, for all forms of exploitation worldwide, all intellectual property rights in each draft and version of any work created under the contract that according to the Technical Authority serves to define or manage the assistance project, including proposals pertaining to the design, conceptualization, planning, or implementation of the assistance project, the implementation plan and work plans, narrative, financial, and technical reports, and any other work identified by the Technical Authority.

#### Licence for works created outside the Contract

3.7.6 For any work created outside the Contract that is included as a component of or associated as a complement to the work created under the Contract, the Consultant grants to the beneficiary and grants to Her Majesty, in consideration of the price of its services under the Contract, a licence identical to those stipulated in sections 3.7.2 and 3.7.4.

#### Moral rights

3.7.7 The Consultant must provide to the Technical Authority at the completion of the Contract or at such other time as the Technical Authority may require, a written permanent waiver of moral rights in a form acceptable to the Technical Authority, from every author that contributed to the work which is subject to copyright protection and which is deliverable to the Technical Authority under the terms of the Contract. If the Consultant is an author of any of the work referred to in section 3.7.5, the Consultant permanently waives the Consultant's moral rights in the work.

#### Ownership symbol and public recognition

3.7.8 The Consultant must ensure that:

- (a) copies, drafts, and versions of each work created under the contract, and copies of each work created outside the contract that is used as a component or complement of the work created under the contract, bear the symbol used to indicate ownership and any other usual information; for example, the following symbol, name, and information are to be used for the work created under the contract in which rights are assigned to Her Majesty: "© Her Majesty the Queen in right of Canada, DFATD (year of first publication where applicable)"; and
- (b) copies of each work created under the contract, in which rights have not been assigned to Her Majesty, must indicate DFATD's support for their creation as described in paragraph 3.12 of GC.

#### Transfer of Obligations

##### 3.7.9 Transfer of Obligations to Employed Creators

Before any work is created under the Contract, the Consultant must transfer in writing to any creator employed by the Consultant, the obligations stipulated in these terms and conditions, allowing the Consultant not to be in default to Her Majesty.

##### 3.7.10 Transfer of Obligations to any Contractual Network of the Consultant

Before the creation of any work in any contractual network of the Consultant, the Consultant must transfer in writing, to each of its Contractors in any contractual network of the Consultant, the obligations stipulated in these terms and conditions, allowing the Consultant not to be in default to Her Majesty.

#### Description of works

3.7.11 Except if each work to be created is described in the contract, the Consultant must declare and describe to the Technical Authority, in writing, as the contract is being

executed, any work to be created by the Consultant or the Consultant's employees, or any other creator in any contractual network of the Consultant and the network of any sub-contractor. The Consultant is responsible for the accuracy of the description.

Copies to be delivered

3.7.12 Unless otherwise specified in Annex B, Terms of Reference, the Consultant must deliver to the Technical Authority, prior to final or last payment under the Contract, one (1) electronic and two (2) hard copies of any work created under the Contract.

Certifications and Warranty prior to the Technical Authority's final or last payment

3.7.13 Certification regarding Clearance of Rights

Prior to the Technical Authority's final or last payment under the Contract, the Consultant certifies, in writing, that it is the owner of intellectual property rights in any work created under the Contract and has obtained, from the owner of rights in any work created outside the Contract, written authorization to include the work as a component of, or to associate the work as a complement with any work created under the Contract.

3.7.14 Warranty regarding Non Infringement of Rights

The Consultant represents and warrants that, to the best of its knowledge, neither it nor the Technical Authority will infringe any Third Party's intellectual property rights regarding any work created under the Contract and regarding any work created outside the Contract, and that the Technical Authority will have no obligation to pay royalties of any kind to anyone in connection with any work created under the Contract and in connection with any work created outside the Contract.

3.7.15 Certification of Compliance

Before the Technical Authority makes its final or last payment under the contract, the Consultant must enumerate, in the Certification required by the Technical Authority, any work created under the contract. The Consultant must also declare in this certification that it has delivered to the Technical Authority and to each beneficiary designated by the Technical Authority, the drafts, versions, and copies required by the Technical Authority for each of these works. The Consultant must also list (name and address), in an annex to the certification, each owner and each co-owner of rights in any work for which the Technical Authority has not required assignment of rights under the contract.

**3.8 Intellectual Property Infringement and Royalties**

3.8.1 If anyone makes a claim against DFATD or the Consultant concerning intellectual property infringement or royalties related to the work, that Party agrees to notify the other Party in writing immediately. If anyone brings a claim against DFATD, according to the *Department of Justice Act*, (R.S.C, 1985, c. J-2), the Attorney General of Canada will have the control and conduct of all litigation for or against DFATD, but the Attorney General may request that the Consultant defend DFATD against the claim. In either case, the Consultant agrees to participate fully in the defense and any settlement negotiations and to pay all costs, damages and legal costs incurred or payable as a result of the claim, including the amount of any settlement. The settlement of any claim by the Consultant must be approved in writing by the Attorney General of Canada.

3.8.2 The Consultant has no obligation regarding claims that were only made because:

- (a) DFATD modified the work or part of the work without the Consultant's consent or used the work or part of the work without following a requirement of the Contract; or
- (b) the Consultant used equipment, drawings, specifications or other information supplied to the Consultant by DFATD (or by someone authorized by DFATD); or
- (c) the Consultant used a specific item of equipment that it obtained because of specific instructions from the Contracting Authority; however, this exception only applies if the Consultant has included the following language in its own contract with the supplier of that equipment: "[Supplier name] acknowledges that the purchased items will be used by DFATD. If a Third Party claims that equipment supplied under this Contract infringes any intellectual property right, [supplier name], if requested to do so by either [Consultant name] or DFATD, will defend both [Consultant name] and DFATD against that claim at its own expense and will pay all costs, damages and legal fees payable as a result of that infringement." Obtaining this protection from the supplier is the Consultant's responsibility and, if the Consultant does not do so, it will be responsible to DFATD for the claim.

3.8.3 If anyone claims that, as a result of the work, the Consultant or DFATD is infringing its intellectual property rights, the Consultant will immediately do one of the following:

- (a) take whatever steps are necessary to allow DFATD to continue to perform the allegedly infringing part of the work; or
- (b) modify or replace the work to avoid intellectual property infringement, while ensuring that the work continues to meet all the requirements of the Contract; or
- (c) refund any part of the contract price that DFATD has already paid.

If the Consultant determines that none of these alternatives can reasonably be achieved, or if the Consultant fails to take any of these steps within a reasonable amount of time, DFATD may choose either to require the Consultant to act in accordance with the GC 3.8.3 (c), or to take whatever steps are necessary to acquire the rights to use the allegedly infringing part(s) of the work, in which case the Consultant will reimburse DFATD for all the costs it incurs to do so.

**3.9 Equipment, Vehicles and Materials**

3.9.1 Equipment, Vehicles and Materials furnished by DFATD

If applicable, equipment, vehicles and material will be made available to the Consultant as specified in the SC.

3.9.2 Equipment, Vehicles and Materials, Services or Assets purchased by the Consultant

If applicable, the Consultant will procure equipment, vehicles and material, services or assets adhering to the principles specified in the SC.

**3.10 Use of DFATD/ Recipient Country property, facilities and electronic media**

3.10.1 The Consultant must not use any of the goods, materials, equipment, facilities, furnishings or vehicles of DFATD, or the Recipient Country, including photocopiers, typewriters, computers and word processors for rendering any part of the Services, mandate or functions described in the Contract, unless previously agreed to in writing by the DFATD Representative. If use is authorized, the Consultant agrees to return these items and to reimburse DFATD, or the Recipient Country for missing or damaged items. When authorized to use DFATD electronic media, it is strictly for approved Contract activities. DFATD reserves the right to impose sanctions, including Contract termination, in accordance with the GC 2.8, for any improper use of electronic media.

**3.11 Economic Sanctions and Other Trade Controls**

- 3.11.1 The Consultant agrees that funding for the purposes of the Contract will not be knowingly used, either directly or indirectly, in a manner that contravenes economic sanctions imposed by Canada and enforced by regulations under the *United Nations Act* (R.S.C. (1985), c. U-2); the *Special Economic Measures Act* (S.C. (1992), c. 17); the *Justice for Victims of Corrupt Foreign Officials Act* (S.C. (2017), c. 21) as they are amended from time to time, or for activities that would contravene the provisions of the *Export and Import Permits Act*, (R.S.C. (1985), c. E-19). Information on Canadian sanctions and export and import controls can be found at the following links:
- [https://www.international.gc.ca/world-monde/international\\_relations-relations\\_internationales/sanctions/index.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations-relations_internationales/sanctions/index.aspx?lang=eng)
- [https://www.international.gc.ca/world-monde/international\\_relations-relations\\_internationales/sanctions/types.aspx?lang=eng](https://www.international.gc.ca/world-monde/international_relations-relations_internationales/sanctions/types.aspx?lang=eng)
- <https://www.international.gc.ca/controls-controles/index.aspx?lang=eng>
- 3.11.2 The Consultant will consult the above links to be aware of the foreign governments, persons and activities subject to economic sanctions and other trade controls during the period of the Contract.
- 3.11.3 The Consultant will comply with the legislations and regulations related to economic sanctions and other trade controls, and with any modifications made to them, during the period of the Contract, and will require such compliance by its Personnel, Local Support Staff and Contractor(s).
- 3.11.4 The Consultant will notify the Department immediately if it is unable to complete the Contract as a result of sanctions or other trade controls. The Consultant agrees that if it does not comply with this Article, the Department will determine an appropriate course of action, including the suspension or termination of the Contract.
- 3.11.5 The Consultant will include a corresponding provision in all subcontracts and sub-agreements it signs for the purposes of the Contract.

**3.12 Public recognition**

If applicable as specified in the SC, to make Canadians and populations of recipient countries aware of international development assistance [programs/projects/activities] funded by DFATD, the Consultant agrees to publicize in Canada and abroad, at no additional cost to DFATD, DFATD's financial contribution for the implementation of the [program/project/activity] stipulated in this Contract for the Services.

To this end, the Consultant agrees to abide by the Public Recognition clause indicated in the SC.

**4. CONSULTANTS' PERSONNEL**

**4.1 General**

- 4.1.1 The Consultant must provide qualified and experienced Personnel to carry out the Services.

**4.2 Working Hours, Leave, etc.**

- 4.2.1 DFATD will only pay for person-days worked, including work on a statutory holiday, if an individual chooses to do so. The maximum number of hours in one person-day to be claimed by the Personnel cannot exceed the number indicated in the SC. Any overtime requires prior authorization by DFATD. This applies to all Personnel. The Fees for less than one (1) person-day will be calculated by dividing the all-inclusive firm daily Fee by the number of hours indicated in the SC and multiplying the result by the number of hours actually worked during the Day.

**4.3 Language Requirements**

- 4.3.1 If stated in Annex B, Terms of Reference, the Consultant has an obligation to provide the Personnel that meets the language requirements.

- 4.3.2 In accordance with the GC 4.4, the Consultant must replace any Personnel whose language ability is considered inadequate by DFATD.
- 4.4 Replacement of Personnel**  
*Replacement of Personnel*
- 4.4.1 The Consultant must ensure that the Personnel assigned to an existing position provides the Services associated with that position unless the Consultant is unable to do so for reasons beyond its control and that the Consultant's performance of the Services under the Contract will not be affected. For the purpose of this GC 4.4.1, the following reasons are considered as beyond the Consultant's control: long-term/permanent illness; death; retirement; resignation; maternity, paternity and parental leave; dismissal for cause; or termination of an agreement for default or any other reason acceptable to DFATD. The evidence that established such circumstances must be presented by the Consultant at DFATD's request and will be verified and considered for acceptance at DFATD's sole discretion. If such replacement is contemplated, the Consultant must submit to DFATD for its approval a detailed curriculum vitae of the proposed individual. The proposed substitute should have equivalent or better qualifications and experience than the original individual. However, in the event where the Consultant is unable to replace a member of its Personnel with an individual with equivalent or better qualification than the original individual, DFATD may, at its sole discretion, accept an individual with lower qualifications. In this case, Fees will be negotiated downward in accordance with DFATD's Guide for Rate Validation and for local Personnel, Fees are subject to negotiation and must not exceed local market rates.
- 4.4.2 The Consultant must replace any member of the Consultant's Personnel whose services or qualifications are deemed inadequate by DFATD for the purpose of the Contract. The Consultant must submit to DFATD for its approval a detailed curriculum vitae of the proposed individual. The proposed substitute should have the qualifications and experience determined by DFATD for the position.
- 4.4.3 Unless otherwise agreed to in writing by DFATD, the Consultant must pay for the cost of replacement.
- 4.5 Harassment in the workplace**
- 4.5.1 The Consultant must respect and ensure that all members of its Personnel and/ or its Contractor(s) and the Local Support Staff respect, in relation to persons working for DFATD, the Treasury Board [\*Policy on Harassment Prevention and Resolution\*](#) as well as the standards of non-discrimination set out in [\*Canadian Charter of Rights and Freedoms\*](#) when rendering any part of the Services.
- 4.6 Improper conduct or abandonment of position**
- 4.6.1 During the period of the Contract, the Consultant must refrain from any action which might be prejudicial to the friendly relations between Canada and the Recipient Country, and must not participate directly, or indirectly, in any political activity whatsoever in the Recipient Country. The Consultant must maintain the standards of non-discrimination described in GC 3.1.2 (a) and GC 4.5.1 during this Contract whether the work is performed in Canada, in the Recipient Country or in any other location. The Consultant must ensure that its Personnel, Local Support Staff and Contractor(s) are also bound by these provisions.

- 4.6.2 The Consultant must inform all members of its Personnel, Local Support Staff and Contractor(s) assigned to the project that any instance of improper conduct, gross negligence or abandonment of a position before completion of the project will constitute sufficient grounds for immediate dismissal. In such an event, payment of the Fees and all other payments will cease as of the date of this dismissal, and no payments will be made by DFATD for homeward travel or removal expenses unless otherwise agreed to in writing by the Technical Authority.
- 4.6.3 The Consultant will be advised in writing of any complaint related to harassment or discrimination and will have the right to respond in writing. Upon receipt of the consultant's response, the Contracting Authority will, at its entire discretion, determine if the complaint is founded and decide on any action to be taken. This may result in Suspension of Services in accordance with GC 2.7 or Termination due to default of Consultant in accordance with GC 2.8.

#### **5. OBLIGATIONS OF DFATD**

- 5.1 Method of Payment** 5.1.1 In consideration of the Services performed by the Consultant under this Contract, DFATD will pay the Consultant in accordance with the provisions set forth in the GC 6.

#### **6. PAYMENTS TO THE CONSULTANT**

- 6.1 Contract Amount and Limitation of Expenditure** 6.1.1 Subject to the application of the other terms and conditions specified in this Contract, DFATD will pay the Consultant up to the maximum amount specified in the SC.
- 6.1.2 No increase in the Contract amount resulting from any changes, modifications or interpretations of the Terms of Reference, will be authorized or paid to the Consultant unless such changes, modifications or interpretations have been approved, in writing, by the Contracting Authority and incorporated by way of an amendment into the Contract. The Consultant must not perform any Services which would cause DFATD's liability to exceed the Contract amount stipulated in the GC 6.1.1.
- 6.1.3 In accordance with section 40 of the Canadian *Financial Administration Act* (R.S., c. F-11, s. 40), payment under the Contract is subject to there being an appropriation for the particular service for the fiscal year in which any commitment hereunder would come in course of payment.
- 6.1.4 The Consultant must promptly notify the Technical Authority in writing as to the adequacy of the amount mentioned in the GC 6.1.1 when:
- (a) it is 75 percent committed; or
  - (b) 4 months prior to the Contract expiry date; or
  - (c) if the Consultant considers that the funds provided are inadequate for the completion of the project;
- whichever comes first.
- At the same time, the Consultant must provide DFATD with an estimate of that portion of the Services remaining to be done and of the expenditures still to be incurred.
- 6.1.5 The giving of any notification by the Consultant pursuant to GC 6.1.4 will not increase DFATD's liability over the contract amount.
- Taxes** 6.1.6 Applicable Taxes

Federal government departments and agencies are required to pay Applicable Taxes. The Applicable Taxes is not included in the maximum Contract amount specified in the GC 6.1.1. The estimated amount of Applicable Taxes is specified in the SC. Applicable Taxes will be paid by DFATD as provided in GC 6.1.9. It is the sole responsibility of the Consultant to charge Applicable Taxes at the correct rate in accordance with applicable legislation. The Consultant agrees to remit to appropriate tax authorities any amounts of Applicable Taxes paid or due.

6.1.7 The Consultant is not entitled to use Canada's exemptions from any tax, such as provincial sales taxes, unless otherwise specified by law. The Consultant must pay applicable provincial sales taxes, ancillary taxes, and any commodity tax, on taxable goods or services used or consumed in the performance of the Contract (in accordance with applicable legislation, including for material incorporated into real property).

6.1.8 Applicable Taxes included in the cost of Services:

Notwithstanding any other terms and conditions of the Contract, the Consultant acknowledges that the Fees, prices and costs specified in the Contract:

- a) Take into account the Applicable Taxes, municipal taxes and provincial sales tax, if any, that the Consultant must pay on the goods and services that the Consultant procures to provide the Services stipulated in this Contract, less the Applicable Taxes and provincial sales tax credits and rebates to which the Consultant is entitled;
- b) Do not take into account the Applicable Taxes that DFATD will remit to the Consultant and that the Consultant must collect from DFATD pursuant to the *Excise Tax Act* (R.S.C., 1985, c. E-15), as prescribed in the GC 6.1.6 and specified in accordance with the terms and conditions stipulated below.

6.1.9 For the purposes of applying the GC 6.1.6, the amount of Applicable Taxes, if any, must be indicated separately on requisitions for payment, financial reports or other documents of a similar nature that the Consultant submits to DFATD. All items that are zero-rated, exempt or to which these Applicable Taxes do not apply, must be identified as such on all invoices.

6.1.10 Tax Withholding

Pursuant to the *Income Tax Act*, (R.S.C., 1985, c. 1 (5th Supp.)) and the *Income Tax Regulations* (C.R.C., c. 945), DFATD must withhold 15 percent of the amount to be paid to the Consultant in respect of services provided in Canada if the Consultant is a non-resident unless the Consultant obtains a valid waiver. The amount withheld will be held on account for the Consultant in respect to any tax liability which may be owed to Canada.

## 6.2 Basis of Payment

6.2.1 Subject to the contract amount specified in the GC 6.1.1 and in accordance with Annex A, Basis of Payment, DFATD will pay to the Consultant

- (a) Fees of the Personnel as set forth in the GC 6.2.2 and 6.2.3; and
- (b) Reimbursable Expenses at cost without mark-up as set forth in the GC 6.2.5.

6.2.2 Payment for the Personnel must be determined on the basis of time actually worked by such Personnel in the performance of Services after the date determined in accordance with the GC 2.1 at the Fees referred to in Annex A, Basis of Payment. A detailed basis of payment is provided in Annex A.

- 6.2.3 The Fees referred to under the GC 6.2.2 above will include for the Personnel based in Consultant's country or Personnel's home country or on Travel Status in the Recipient Country, the Fees for the portion of time directly related to the performance of the Services are inclusive of all mark-ups, including paid and time-off benefits, overhead and profit, and are limited to a number of hours per Day specified in the SC in the Consultant's country up to a 5 Days per week and 6 Days per week in the Recipient Country, unless previously authorized in writing by DFATD.
- 6.2.4 The Fees stated in the GC 6.2.3 may be charged to DFATD while the individual is on Travel Status. The number of person-days allowed will be determined and approved by DFATD on the basis of the points of origin and destination.
- 6.2.5 The following expenses actually and reasonably incurred by the Consultant in the performance of the Services are considered Reimbursable Expenses:
- (a) Travel and Living Expenses: The cost of travel while on Travel Status and the cost of other transportation, will be reimbursed, but must not exceed the limits in the National Joint Council Travel Directive (the "Directive") and the Special Travel Authorities Directive (the "Special Directive"), which take precedence over the Directive. The Directive and the Special Directive serve as a ceiling for unit prices of certain Reimbursable Expenses and are available respectively on the National Joint Council Internet site at <http://www.njc-cnm.gc.ca/directive/travel-voyage/index-eng.php> and <http://www.tbs-sct.gc.ca>:
- (i) the cost of commercial transportation based on the lowest available fares, using the most direct routing. The Consultant must obtain the lowest possible airfare (including by such means as by booking the reservation as soon as possible). The standard for air travel is economy class, including APEX, charters and other reduced or discounted fares. DFATD will reimburse the Consultant the lowest airfare available at the time of reservation, but never more than the maximum of a full-fare economy airfare. DFATD will limit the reimbursement of plane tickets to the lowest fare available at the time of reservation even when the Consultant chooses not to use this fare. The Consultant must be able to demonstrate with proper supporting documentation considered satisfactory to DFATD, the lowest fare available at the time of reservation. The cost of necessary changes or cancellations to flights is considered a legitimate reimbursable expense of the project and the circumstances surrounding these changes must be documented in the Consultant's project file;
- (ii) the cost of meals and incidental allowance in respect of the Personnel for every Day in which the Personnel is absent from the Consultant's or Personnel's home office for purposes of the Services as well as private vehicle usage, not exceeding the meal, incidental and private vehicle allowances specified in Appendices B, C and D of the Directive;
- (iii) the cost of registration, photographs, and courier services related to obtaining a visa/ work permit;
- (iv) the actual and Reasonable Cost of a single room in commercial accommodation or, when private non-commercial accommodation is used, the rate for such accommodation, not exceeding the limits in accordance with the provisions of paragraph 7.8 of the Special Travel Authorities Directive and Appendix D of the Directive; and
- (v) all other actual and Reasonable Costs considered legitimate project expenses, in accordance with the provisions of the Directive referring to "travelers" rather than to "employees";



- (b) any other reasonable expenses, which are not considered to be Fees, overhead or direct costs and that are not included in the above categories, that are specified in the SC and required to carry out the project.

6.2.6 Fees are fixed on an annual basis.

**6.3 Currency of Payment**

6.3.1 Payments by DFATD to the Consultant will be made in Canadian dollars.

**6.4 Performance Guarantee**

6.4.1 To guarantee the Consultant's performance, ten (10) percent of the total Fees will be subject to a holdback.

**Holdback**

6.4.2 This holdback may be released as specified in the SC.

**6.5 Mode of Billing and Payment**

Billings and payments in respect of the Services will be made as follows:

6.5.1 Subject to the GC 6.5.2 through 6.5.7, DFATD will pay the Consultant, not more often than once per month, the Fees and Reimbursable Expenses outlined in the GC 6.2 paid by the Consultant during the previous month.

6.5.2 No payments will be made to the Consultant until DFATD receives properly completed documentation specified in the SC.

6.5.3 All invoices, statements, payment requests and other similar documents submitted by the Consultant must indicate the codes specified in the SC and must be sent to DFATD at the address set out in the SC.

6.5.4 Within 15 Days of the receipt of the documentation required under the GC 6.5.2, DFATD will notify the Consultant, in writing, when any or a combination of the following situations occur:

- (a) there are any errors or omissions in the documentation;
- (b) the Services rendered by the Consultant are not satisfactory or are not in conformity with the Contract; or
- (c) the amount claimed by the Consultant appears to exceed the actual value of the Services performed.

6.5.5 Any Fees or Reimbursable Expenses paid by the Consultant which are the subject of the notification in the GC 6.5.4 will be excluded for the purposes of payment under the GC 6.5.1 until the Fees or Reimbursable Expenses have been accepted by DFATD.

6.5.6 Subject to the GC 6.5.4, DFATD will pay the Consultant within 30 Days after the receipt of the documentation required under the GC 6.5.2.

6.5.7 With the exception of the final payment under the GC 6.6, payments do not constitute acceptance of the Services nor relieve the Consultant of any obligations under the Contract. DFATD will have the right to reject any Services that are not in accordance with the requirements of the Contract and require correction or replacement of such Services at the Consultant's expense.

**6.6 Final Payment**

6.6.1 When it has been established to DFATD's satisfaction that the Consultant has performed, furnished or delivered all Services required under the Contract, and upon receipt of the certificate stating that all the Consultant's financial obligations to the Personnel, Local Support Staff or Contractor(s) have been fully discharged, DFATD will release the holdback and pay the balance due against the Contract.

**6.7 Right of Set-Off**

6.7.1 Without restricting any right of set-off given or implied by law or by any provision of the Contract or any other agreement between DFATD and the Consultant, DFATD may set off against any amount payable to the Consultant by DFATD under the

Contract, or under any other contract. DFATD may, when making a payment pursuant to the Contract, deduct from the amount payable to the Consultant any such amount payable to DFATD by the Consultant which, by virtue of the right of set-off, may be retained by DFATD.

**6.8 Interest on Overdue Accounts**

- 6.8.1 In this GC:
- (a) “amount due and payable” means an amount payable by DFATD to the Consultant in accordance with the GC 6.2 of the Contract;
  - (b) “overdue amount” means an amount due and payable which has not been paid within 30 Days following the date upon which the invoice and statement documentation specified in the GC 6.5.2 has been received by DFATD;
  - (c) “date of payment” means the date of the negotiable instrument drawn by the Receiver General for Canada and given for payment of an amount due and payable;
  - (d) “bank rate” means the average daily Bank of Canada rate for the month preceding the current month of the payment date; and
  - (e) “due date” means 30 Days after receipt of the invoice and statement documentation specified in the GC 6.5.2.
- 6.8.2 DFATD will pay at the Consultant’s request, simple interest at the bank rate plus 3 percent on any amount overdue.
- 6.8.3 Interest will not be payable on holdbacks.
- 6.8.4 Interest will only be paid when DFATD is responsible for the delay in paying the Consultant.

**6.9 Debts left in the Recipient Country**

- 6.9.1 If the Consultant, and/or a member of its Personnel and/ or a Contractor(s) leave the Recipient Country without discharging a debt legally contracted there, DFATD may, after giving written notice to the Consultant and conferring with the Consultant in this matter, apply any money payable to the Consultant under the Contract toward the liquidation of the debt in question.

**7. COMPLAINT MECHANISM AND SETTLEMENT OF DISPUTES**

**7.1 Alternate dispute resolution**

- 7.1.1 The Parties agree to make every reasonable effort, in good faith, to settle amicably all disputes or claims relating to the Contract, through negotiations between the Parties’ representatives authorized to settle (for DFATD, the Technical and Contracting Authorities). If an agreement is not reached, the [Internal Review Mechanism \(IRM\)](#) is available to facilitate dispute resolution. The Consultant may submit its complaint using the [IRM Enquiry Form](#). In the event that no settlement is reached through this process, each party hereby:
- a) Consents to fully participate in and bear the cost of any dispute resolution process proposed by the Procurement Ombudsman appointed pursuant to Subsection 22.1 (1) of the *Department of Public Works and Government Services Act* to resolve a dispute between the parties respecting the interpretation or application of a term or conditions in this contract; and
  - b) Agrees that this provision shall, for purposes of Section 23 of the *Procurement Ombudsman Regulations*, constitute such party’s agreement to participate in and bear the cost of such process.

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](mailto:boa.opo@boa.opo.gc.ca).

**7.2 Complaint Mechanism for Contract**

- 7.2.1 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 Consultant respecting administration of this

**Administratio  
n**

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](mailto:boa.opo@boa.opo.gc.ca).

## II. Special Conditions (SC) of Contract

Number of GC	Amendments of, and Supplements to, the General Conditions of the Contract
<b>Definitions (e), (z) and 1.9</b>	<p><b>Contracting Authority</b></p> <p>The Contracting Authority for this Contract is:</p> <p><i>«Name of the delegated signing authority as DFATD's Delegation Instrument »</i> <i>&lt;Title&gt;</i></p> <p>Department of Foreign Affairs, Trade and Development Telephone: Email:</p> <p><b>Technical Authority</b></p> <p>The Technical Authority for this Contract is:</p> <p><i>«Name of the Project Manager»</i> <i>« Title»</i></p> <p>Department of Foreign Affairs, Trade and Development Telephone: Email:</p>
<b>Definitions (m)</b>	For the purpose of this Contract, the following positions are also acceptable under the Local Support Staff:
<b>Definitions (u)</b>	Recipient Country is <i>[insert the name of the country]</i>
<b>1.3.1</b>	The law governing the Contract is the law applicable in the province or territory of <i>[insert province or territory]</i>
<b>1.6.1</b>	<p>The addresses are:</p> <p>DFATD :</p> <p style="padding-left: 40px;">Distribution and Mail Services - AAG Lester B. Pearson Building 125 Sussex Drive Ottawa, Ontario Canada K1A 0G2</p> <p>Attention : <i>[insert name of the contracting authority - Organization Symbol]</i></p> <p>Attention : <i>[insert name of the technical authority - Organization Symbol]</i></p> <p>Consultant (all Members of a consortium should be listed here):</p> <p style="text-align: center;">_____</p> <p>Attention : _____</p>
<b>1.8</b>	The Member in charge is <i>[insert name of member]</i>
<b>1.11.3</b>	N/A

<p><b>2.1.1 and 2.2.1</b></p>	<p>The period of the Contract is from the effective date of the Contract to <i>[insert date]</i> inclusive.</p>
<p><b>2.4.2</b></p>	<p>The Consultant must address the requested modifications to DFATD satisfaction within <i>[insert number of days]</i> Days.</p>
<p><b>3.3</b></p>	<p>1. Commercial General Liability Insurance for not less than \$2,000,000 Canadian dollars per accident or occurrence and in the annual aggregate inclusive of defence costs.</p> <p>The insurance will include the following:</p> <ul style="list-style-type: none"> <li>(a) Canada as an additional insured, as represented by the Department of Foreign Affairs, Trade and Development;</li> <li>(b) Bodily Injury and Property Damage to Third Parties;</li> <li>(c) Product Liability and Completed Operations;</li> <li>(d) Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character;</li> <li>(e) Cross Liability and Separation of Insured;</li> <li>(f) Employees and, if applicable, Volunteers as Additional Insured;</li> <li>(g) Employer’s Liability;</li> <li>(h) Broad Form Property Damage;</li> <li>(i) Non-Owned Automobile Liability; and</li> <li>(j) 30 Days written notice of policy cancellation.</li> </ul> <p>2. Errors and Omissions Liability Insurance</p> <p>If the Consultant is a licensed professional, he will carry an errors and omissions liability insurance for not less than \$1,000,000 Canadian dollars per loss and in the annual aggregate, inclusive of defence costs.</p> <p>The insurance will include the following:</p> <ul style="list-style-type: none"> <li>(a) If the policy is written on a claims-made basis, coverage will be in place for a period of at least 12 months after the completion or termination of the Contract; and</li> <li>(b) 30 Days written notice of cancellation.</li> </ul> <p>3. Workers’ Compensation Insurance for all Personnel in accordance with the statutory requirements of the Territory, Province, State of domicile or employment, having such jurisdiction. If the Consultant is assessed any additional levy, extra assessment or super-assessment by a Worker’s Compensation Board or such other authority, howsoever caused, the Consultant will indemnify and hold harmless DFATD for any such liability. The Consultant will ensure that all of its Personnel performing the work on this Contract will have the same level of Workers’ Compensation Insurance throughout the Consultant’s performance of the Contract.</p> <p>The insurance will include the following:</p> <ul style="list-style-type: none"> <li>(a) Canada as additional insured as represented by the Department of Foreign Affairs, Trade and Development, to the extent permitted by law;</li> <li>(b) Cross Liability and separation of insured, to the extent permitted by law;</li> <li>(c) Waiver of Subrogation Rights in favor of DFATD, to the extent permitted by law; and</li> </ul>

	<p>(d) 30 Days written notice of cancellation.</p> <p>4. War Risk Accidental Death and Dismemberment Insurance, for the Personnel working in areas considered to be war zones. The Consultant will ensure that all of its Personnel performing the Services on this Contract will have the same level of insurance coverage throughout the Consultant's performance of the Contract. The insurance will include the Waiver of Subrogation Rights in favour of DFATD, to the extent permitted by law.</p>
<b>3.4.1</b>	Security Requirement: N/A
<b>3.4.2</b>	<p>(e) It is recommended that the Consultant subscribe to a security service in order to receive daily security related information.</p> <p>(f) DFATD will (to the extent possible) provide information regarding security to the Consultant and may facilitate the provision of additional security briefings.</p>
<b>3.4.3 (b)</b>	<p>(b) It is the sole responsibility of the Consultant to conduct a security assessment and take any and all necessary measures to ensure its own security and the security of its Personnel. The Consultant will develop, adapt and implement a security plan, which must be based on international best practices in this area and be approved by a security expert, taking the following into consideration:</p> <ul style="list-style-type: none"> <li>i. Security related issues and challenges in Afghanistan in general, and within the Project area;</li> <li>ii. Local customs, laws and regulations;</li> <li>iii. Restrictions and protocols for movement in the Project area, where applicable;</li> <li>iv. Security equipment and equipment-related protocols (vehicles, communications, personal protective equipment, etc.), as required;</li> <li>v. Security and Personnel safety protocols (guards, office, staff housing, the Project area, etc.);</li> <li>vi. Evacuation, including emergency medical evacuation, procedures;</li> <li>vii. Abduction/Missing person protocol(s); and</li> <li>viii. Processes for security awareness updates, as required.</li> </ul>
<b>3.12</b>	<p>The Public Recognition clause is applicable to this Contract: YES___ NO_X__</p> <p>3.12.1 In consultation with DFATD, the Consultant must ensure visibility and provide public recognition of Canada's support to the Project in publications, speeches, press releases, websites, social media or other communication material. This must be done in a manner compliant with Canada's Federal Identity Program.</p> <p>3.12.2 The Consultant must plan for, and report on its public recognition activities in accordance with the reporting requirements of the Contract. The Consultant must supply DFATD with a copy of any written or electronic material acknowledging DFATD's support or information on their public recognition activities. DFATD may provide content and input into any supporting communication material.</p> <p>3.12.3 The Consultant must provide at least fifteen (15) days advance notice to DFATD, unless otherwise agreed upon, of any planned initial public announcement of Canada's support. Prior to the initial announcement or until such time that DFATD publishes the Project in the public domain, communications activities must be limited to routine communications</p>

	<p>associated with Project implementation. DFATD will have the right to make the initial public announcement or participate in any official ceremony, public event or announcement made by the Consultant.</p> <p>3.12.4 All public materials issued jointly by DFATD and the Consultant must be judged acceptable by both Parties and will be made available in both English and French.</p> <p>3.12.5 After consultation, DFATD or the Consultant may request to cease all public recognition activities inter alia for security, programming or other compelling reasons. DFATD and the Consultant will consult each other to determine when the public recognition activities may resume.</p>
<b>4.2.1 and 6.2.3</b>	Number of hours in a Day is <i>[insert number of hours]</i> .
<b>6.1.1</b>	The maximum Contract amount in Canadian dollars is: <i>[insert amount]</i> , Applicable Taxes extra.
<b>6.1.6</b>	The estimated amount of Applicable Taxes is: <i>[insert amount]</i>
<b>6.2.5</b>	<p>In addition to the listed Reimbursable Expenses in the GC 6.2.5, the following expenses will also be considered Reimbursable Expenses under the Contract:</p> <p><i>[Insert details if applicable or Insert Not Applicable]</i></p> <ul style="list-style-type: none"> <li>(a) purchase and transportation costs of equipment and supplies required to carry out the project;</li> <li>(b) project-related communication costs, including but not limited to long-distance charges, internet, fax, mailing and courier;</li> <li>(c) translation, interpreters, and word processing costs directly related to the project, project-related printing and copying costs (including printing extra copies of documents and microcopying);</li> <li>(d) the actual cost of salaries and fringe benefits for Local Support Staff;</li> <li>(e) the actual and reasonable costs of office rental and vehicle rental;</li> <li>(f) the actual and reasonable costs of local transportation;</li> <li>(g) the actual and reasonable costs of the Contractor(s) who may be contracted to perform part of the services described in Annex B, Terms of Reference, including labour and materials.</li> </ul>
<b>6.4.2</b>	This holdback may be released subject to the satisfactory performance of the Consultant, as determined by DFATD at the end of the Contract.
<b>6.5.2</b>	<p>No payment will be made to the Consultant until DFATD receives a detailed invoice, in <i>[insert number]</i> copies, of the Consultant's Fees for the Services rendered and expenses paid during the previous month supported by the following documentation properly completed:</p> <ul style="list-style-type: none"> <li>(a) Details of the time worked for each individual: the name, date, number of hours worked and description of activities undertaken for each Day. The Consultant may include this information on their invoice or submit timesheets containing all listed information. If timesheets are not submitted with the invoice, they must be kept by the Consultant and made available to DFATD upon request.</li> </ul>

	<p>(b) Details of Reimbursable Expenses paid, including all information which supports the expenses.</p> <p>(c) for expenses related to travel: Payment requests must be supported by detailed information for each category of expense related to travel, including airfare, accommodation, meals, incidentals, transportation, and any other eligible expense related to travel. For the purposes of this paragraph, “detailed information” means: the dollar amount of the expense, the date(s) the expense was paid, the number of days of travel, the country/city in which the expense was paid, travel class associated with the expense, and all other information relevant to the expense.</p> <p>(d) DFATD may, at any time and at its discretion, request copies of timesheets, receipts or any other supporting documentation, or conduct an audit, or both, of any fee(s) or expense(s) claimed by the Consultant. Where expenses are paid in foreign currency, receipts must indicate the currency.</p> <p>(e) if the Consultant submits an electronic invoice, DFATD will identify it as the original invoice.</p> <p>(f) In the event that the number of person-days worked exceeds the total authorized for the week in accordance with the GC 6.2.3, the Consultant must present a document in support of a claim for such Services which also establishes that provision of such Services had been authorized, in advance, by the DFATD Representative.</p>
<p><b>6.5.3</b></p>	<p>All payment requests, invoices and statements submitted by the Consultant must be sent to DFATD at the following address: <i>[insert address]</i></p> <p>and must indicate the following codes:                  Purchase order: <i>[insert number]</i>                  WBS Element: <i>[insert number]</i>                  GL Acct/ CC/ Fund: <i>[insert number]</i>                  Vendor: <i>[insert number]</i>                  Project number: <i>[insert number]</i></p>



**III. Annexes**

Annex A: Basis of Payment  
Annex B: Terms of Reference  
Annex C: Security Requirements Check List

**ANNEX A – BASIS OF PAYMENT**

<b>PERSONNEL</b>	<b>FIRM ALL-INCLUSIVE DAILY FEE</b>	<b>SUB-TOTAL ESTIMATED COST</b>
Personnel		
<i>Position A</i>		
<i>Position B</i>		
<i>Position C</i>		
<i>Sub-Total – Personnel FEES, \$</i>		
<b>Reimbursable Expenses</b>		
<b>Travel and Living</b>		
Transportation		
Meals, incidentals and private vehicle		
Visa costs		
Accommodation		
Other		
<b>Communication costs</b>		
<b>Translation and reproduction costs</b>		
<b>Local transportation</b>		
<b>Other (specify)</b>		
<i>Sub-Total – Reimbursable Expenses</i>		
<i>Sub-Total – Personnel FEES and Reimbursable Expenses</i>		
<b>Applicable Taxes</b>		
<b>Contract Amount</b>		

**ANNEX B – TERMS OF REFERENCE (TOR)**

(TBD)

**ANNEX C – SECURITY REQUIREMENTS CHECK LIST (SRCL)**

This Contract has been executed on behalf of the Consultant and on behalf of DFATD by their duly authorized officers.

For and on behalf of each of the Members of the Consultant

*[name of Member]*

---

*[Authorized representative]* *Date [Month Day, Year]*

*[name of Member]*

---

*[Authorized representative]* *Date [Month Day, Year]*

For and on behalf of *[name of Consultant]*

---

*[Authorized representative]* *Date [Month Day, Year]*

For and on behalf of DFATD

---

*[Authorized representative]* *Date [Month Day, Year]*