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**LETTER OF INTEREST**

**LETTRE D'INTÉRÊT**

Comments - Commentaires

**Vendor/Firm Name and Address**

Raison sociale et adresse du  
fournisseur/de l'entrepreneur

**Issuing Office - Bureau de distribution**

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<b>Title - Sujet</b> Assessing Security Threats to GoC Assessing Security Threats to Government of Canada Personnel	
<b>Solicitation No. - N° de l'invitation</b> 08893-200492/A	<b>Date</b> 2021-11-22
<b>Client Reference No. - N° de référence du client</b> 20200492	<b>GETS Ref. No. - N° de réf. de SEAG</b> PW-\$\$ZG-420-40122
<b>File No. - N° de dossier</b> 420zg.08893-200492	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> Eastern Standard Time EST <b>on - le 2021-12-13</b> Heure Normale du l'Est HNE	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Higgins(420zg), Conner	<b>Buyer Id - Id de l'acheteur</b> 420zg
<b>Telephone No. - N° de téléphone</b> (873) 354-7158 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

<b>Delivery Required - Livraison exigée</b> See Herein – Voir ci-inclus	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>    <b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/</b> <b>de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>   <b>Signature</b>   <b>Date</b>	

**THIS IS NOT A SOLICITATION DOCUMENT  
THIS IS A REQUEST FOR INFORMATION (RFI) FROM INDUSTRY**

**Reference number: 08893-200492**

**Title:** Assessing Security Threats to Government of Canada Personnel

**CONTRACTING AUTHORITY: CONNER HIGGINS  
EMAIL: CONNER.HIGGINS@TPSGC-PWGSC.GC.CA**

**REQUEST FOR INFORMATION CLOSING DATE: DECEMBER 13, 2021**

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**Nature of Request for Information:**

This RFI is neither a call for tender nor a bid solicitation. No agreement or contract will be entered into based on this RFI. The issuance of this RFI is not to be considered in any way a commitment by the Government of Canada, nor as authority to potential respondents to undertake any work that could be charged to Canada. This RFI is not to be considered as a commitment to issue a subsequent solicitation or award contract(s) for the work described herein.

Although the information collected may be provided as commercial-in-confidence (and, if identified as such, will be treated accordingly by Canada), Canada may use the information to assist in drafting performance specifications (which are subject to change) and for budgetary purposes.

Respondents are encouraged to identify, in the information they share with Canada, any information that they feel is proprietary, third party or personal information. Please note that Canada may be obligated by law (e.g. in response to a request under the Access to Information and Privacy Act) to disclose proprietary or commercially-sensitive information concerning a respondent (for more information: <http://laws-lois.justice.gc.ca/eng/acts/a-1/> ).

Participation in this RFI is encouraged, but is not mandatory. There will be no short-listing of potential suppliers for the purposes of undertaking any future work as a result of this RFI. Similarly, participation in this RFI is not a condition or prerequisite for the participation in any potential subsequent solicitation.

Respondents will not be reimbursed for any cost incurred by participating in this RFI.

The RFI closing date published herein is not the deadline for comments or input. Comments and input will be accepted any time up to the time when/if a follow-on solicitation is published.

The Crown retains the right to negotiate with suppliers on any procurement.

Documents may be submitted in either official language of Canada.

## **Overview**

### **Introduction and Background**

In order to fulfill Duty of Care requirements, Global Affairs Canada (GAC) must make evidence-based decisions, supported by a broad range of information and analysis, regarding travel and other activities beyond the cities and metropolitan areas where our missions are located.

### **General Scope**

To enhance DFATD's capacity to meet this requirement, the provision of tailored threat assessments by a private sector entity with resources available in specific regions is required. The provision of threat assessments will aim to:

- a) Ensure that security personnel are equipped with additional information and analysis to inform mitigation measures in advance of travel.
- b) Enhance access to timely threat and security information for security teams at headquarters and abroad.
- c) Gain access to information about local conditions, events, individuals and entities that would not have been available through the Threat Assessment Division's existing resources.
- d) Enhance awareness of the regional context, as well as enhance and enable GAC's capacity to proactively assess threats at locations of interest, including potential development, stabilization, commercial and other projects, initiatives or activities, as well as to assist with due diligence as required.

### **Objectives of the Process:**

The objectives of this RFI are to explore the capability, method of delivery and Payment structure of Threat Assessment services to Canada.

Public Services and Procurement Canada (PSPC) will offer to vendors the opportunity to submit their solutions on how they can meet the requirement for Canada. PSPC will also offer the opportunity to submit questions or feedback that can be taken in to consideration if Canada moves forward developing and refining the requirements related to this RFI.

Subsequently, a Request for Proposal (RFP) may be launched after the RFI is reviewed to determine the next steps.

## Multi-phased procurement process:



## Requirements and General Information:

For requirements associated with this RFI, please refer to drafts of Annex A: Terms and Conditions Draft, Annex B: Statement of Work (SOW) draft, and Annex C: Evaluation Criteria Draft.

## Nature of Responses Requested

Respondents are at their own discretion in this regard, but Canada is seeking relevant information, simply and directly stated, in order to avoid undue work by respondents and undue effort by Canada to analyze the results.

Responses from potential suppliers to this RFI will assist Canada in formulating any possible procurement strategy to meet Canada's business and operational requirements.

Respondents are requested to provide comments, concerns, and suggestions, and where applicable, recommendations regarding how the requirements or objectives described in this RFI could be satisfied or improved upon.

Respondents are requested to provide feedback related to Table 1 and Table 2.

Only written response will be accepted. Respondents should explain any assumptions made when preparing their responses.

**TABLE 1 – PUBLIC SERVICES AND PROCUREMENT CANADA ALONG WITH GLOBAL AFFAIRS CANADA WOULD LIKE TO LEARN MORE ABOUT YOUR THREAT ANALYSIS AND THREAT ASSESSMENT SERVICES. PLEASE RESPOND TO THE FOLLOWING QUESTION IN WRITING**

QUESTIONS	RESPONSE
1) What types of Threat Analysis and Assessments is provided by the respondent?	
2) Is there the capability to support some of or all of the geographical locations listed in the SOW, and if so can your company provide reports on specific individuals or companies in that location?	
3) What would the typical payment methods for this type of work? Example: Monthly fixed fee, fixed fee per report, fixed fee ranges (up to 40 reports is one price and over is another another), time and material, etc.?	

**TABLE 2 – THE PSPC WOULD ALSO LIKE TO RECEIVE YOUR COMMENTS AND FEEDBACK ON THE FOLLOWING:**

QUESTIONS	RESPONSE
1) Are there any requirements that, in your view, could be problematic? If so, how can we improve on them?	
2) Are there any requirements that are missing that could be beneficial to include?	
3) Are there parts of the requirements that need more detail such as the SOW, Evaluation Criteria, etc.? If there are, please provide the references and recommendations.	
4) Are the geographical locations or amount of geographical locations requested in the SOW an issue, if so, are there any recommendations?	
5) Are there any clear issues that will create difficulty or unknowns which would keep a respondent from bidding on the requirement?	
6) We would welcome any additional information and knowledge that is key to the requirement.	



## **Format of Responses**

**Cover Page:** If the response includes multiple volumes, respondents are requested to indicate on the front cover page of each volume the title of the response, the RFI number, the volume number and the full legal name of the respondent.

**Title Page:** The first page of each volume of the response, after the cover page, should be the title page, which should contain:

- \* the title of the respondent's response;
- \* the name, address, email and telephone number of the respondent;
- \* the date; and
- \* the RFI number.

Canada requests that respondents submit their response in unprotected (i.e., no password) PDF format by email, if the size of the email is less than 6MB, to the Contracting Authority. An email acknowledging the reception of your response will be sent.

If the response is more than 6MB, respondents will have to submit using epost Connect. The address is:

[tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca](mailto:tpsgc.dgareceptiondessoumissions-abbidreceiving.pwgsc@tpsgc-pwgsc.gc.ca)

If the Respondent chooses to submit its response electronically using the epost Connect service provided by Canada Post Corporation,

- Canada requests that the Respondent submits its response in accordance with section 08, Transmission by facsimile or by epost Connect, of the 2003 standard instructions. Sub-section 2, epost Connect, contains instructions and conditions;
- The epost Connect system has a limit of 1GB per single message posted and a limit of 20GB per conversation.

Responses to this RFI may be provided in either of Canada's official languages, English or French.

## **Enquiries**

Because this is not a bid solicitation, Canada will not necessarily respond to enquiries and this includes in writing or by circulating answers to all potential suppliers. However, respondents with questions regarding this RFI may direct their enquiries to:

Contracting Authority: Conner Higgins

E-mail Addresses: [Conner.Higgins@tpsgc-pwgsc.gc.ca](mailto:Conner.Higgins@tpsgc-pwgsc.gc.ca)

## **Opportunities for Discussion**

There may be an opportunity for Canada and Industry to enter into discussions about the requirement during scheduled one-on-one consultations. Canada will choose if one-on-ones will be done after it has reviewed all feedback and questions submitted.

If Canada chooses to move forwards with on-on-ones, the scope of the requirement outlined in the RFI would be reviewed during the meeting and questions would be answered. A discussion can be requested even though a written response to the RFI was not submitted.

If Canada moves forward with one-on-ones, the respondents may use this session to better understand the requirements and to explain their comments in regards to the documents attached to this RFI. Meetings will be up to one hour in duration and may be attended by Microsoft Teams. Any meeting request must be submitted in writing to the Contracting Authority prior to the closing of the RFI, and must include the names of the representatives who would attend, along with their Title/Responsibility within the company.

Meeting requests received after the closing of the RFI time may not be accommodated by PSPC. Respondents who do not request a meeting will not be precluded from submitting a bid should an RFP be issued in the future.

## **Treatment of Responses**

### **Use of Responses:**

Responses will not be formally evaluated. However, the responses received may be used by Canada to develop or modify procurement strategies or any draft documents contained in this RFI. Canada will review all responses received by the RFI closing date. Canada may, in its discretion, review responses received after the RFI closing date.

### **Confidentiality:**

Respondents should mark any portions of their response that they consider proprietary or confidential. Canada will handle the responses in accordance with the Access to Information Act.

### **Follow-up Activity:**

Canada may, in its discretion, contact any respondents to follow up with additional questions or for clarification of any aspect of a response. Canada reserves the right to invite any or all respondents to present their submissions to this RFI and/or perform a product demonstration.

## **Closing Date**

Responses to this RFI should be submitted no later than 02:00 PM Eastern Standard Time (EST) December 13, 2021. However, written responses submitted after this date will still be accepted.

**Respondent Costs:**

Canada will not reimburse any respondent for expenses incurred in responding to this RFI.

**Annex A: Terms and Conditions Draft**

Attached.

The Terms and Conditions draft are not final and can change. This is being provided for feedback and some context.

**Annex B: Statement of Work (SOW) Draft**

Attached.

This SOW is not final and can change. This is being provided for feedback and some context.

**Annex C: Evaluation Criteria Draft**

Attached.

The Evaluation Criteria is not final and can change. This is being provided for feedback and some context.

## **Annex B: STATEMENT OF WORK**

### **1) SCOPE:**

Duty of Care: Assessing Security Threats to Government of Canada Personnel Abroad.

### **2) BACKGROUND AND OBJECTIVES**

In order to fulfill Duty of Care requirements, Global Affairs Canada (GAC) must make evidence-based decisions, supported by a broad range of information and analysis, regarding travel and other activities abroad. To enhance GAC's capacity to meet this requirement, the provision of tailored threat assessments by a private sector entity is required. The provision of threat assessments will aim to:

- a) Ensure that security personnel are equipped with additional information and analysis to inform mitigation measures in advance of travel.
- b) Enhance access to timely threat and security information for security teams at headquarters and abroad.
- c) Gain access to information about local conditions, events, individuals and entities that would not have been available through the Threat Assessment Division's existing resources.
- d) Enhance awareness of the regional context, as well as enhance and enable GAC's capacity to proactively assess threats at locations of interest including the sites of potential developments, stabilization, commercial and other projects, initiatives or activities, as well as to assist with due diligence.

### **3) SCOPE OF SERVICES**

- a) The scope of the project must be focused on, but not limited to, geographic regions as specified by GAC. The Contractor must be responsible for covering a minimum of one and up to six of the geographic regions listed below. Each region's contract will be awarded based on the highest ranking bidder. The specific countries and regions mentioned below are illustrative and subject to change. Other countries and regions may be identified based on operational needs throughout the duration of the contract.
  - i) **North and West Africa Region** (including but not limited to): Algeria, Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Chad, Congo, Côte d'Ivoire, Eritrea, Libya, Mali, Mauritania, Niger, Nigeria, Senegal, Tunisia.
  - ii) **South and East Africa Region** (including but not limited to): Angola, Botswana, Democratic Republic of Congo, Ethiopia, Kenya, Madagascar, Mozambique, Namibia, Somalia (specifically Mogadishu), Tanzania, South Africa, South Sudan, Sudan, Zimbabwe.

- iii) **Middle East Region:** (including but not limited to): Bahrain, Egypt, Iraq, Israel, Jordan, Lebanon, Oman, Saudi Arabia, Turkey, West Bank and Gaza Strip, Yemen.
- iv) **Southeast Asia Region:** (including but not limited to): Afghanistan, Bangladesh, Cambodia, China, India, Indonesia, Laos, Myanmar, Pakistan, Philippines, Sri Lanka, Thailand.
- v) **South/Central America Region:** (including but not limited to): Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guatemala, Haiti, Honduras, Nicaragua, Panama, Paraguay, Venezuela.
- vi) **Central and Eastern Europe and Central Asia:** (including but not limited to): Albania, Armenia, Azerbaijan, Belarus, Bosnia and Herzegovina, Bulgaria, Georgia, Kazakhstan, Kyrgyzstan, Moldova, Romania, Russia, Serbia, Tajikistan, Turkmenistan, Ukraine, Uzbekistan.

**b) LOCAL SOURCES**

- i) The Contractor must have access to first-hand sources of information and analysis on the ground in each country throughout the geographic region, for the entire duration of the contract, which are able to provide timely and reliable information. The Contractor must have access to individuals that are able to travel to meet local sources and to provide specific and credible information on the topics requested by GAC.
- ii) The Contractor must be able to possess and rely on its own broad network of resources in the region to ensure that assessments are accurate, consistent and accurately reflect developments on the ground.

**c) RESEARCH AND ANALYSIS**

The Contractor must:

- i) maintain excellent standards of research, analysis, writing and overall presentation, providing well-written, objective reporting with a high degree of accuracy. Excellent standards are defined in the Evaluation Criteria.
- ii) provide highly detailed and comprehensive tactical and strategic assessments using a broad variety of information sources that are timely and uses information directly obtained from sources on the ground which is not publically available.
- iii) display rigorous standards of research by appropriately identifying how information was obtained and, where relevant, reference material.
- iv) demonstrate that analytical processes are rigorous, integrating multiple perspectives and following a consistent and sophisticated methodology, by providing all supporting evidence including, but not limited to, information, data, maps images, etc.. to show how the conclusions were achieved.
- v) follow the templates provided and abide by the required length of the assessment as shown in Section 4 of the SOW.
- vi) provide reports that include, but are not limited to, sophisticated and insightful graphics, illustrations and maps that support the information and conclusions in the reports.

- vii) detail how the information was obtained and detail the following information including the means used to gather information and the means used to assess the authoritativeness of the source (profession, age, relationship to subject matter, etc.)
- d) The Contractor must provide threat reports corresponding to the standards, format and templates required by GAC.
- e) The Contractor must have the capability to provide GAC with up to 40 reports, per region, per month for the duration of the project.
- f) The Contractor must be able to produce at least three different report types including, but not limited to, the reports listed in Section 4 of the SOW.
- g) The Contractor must have the ability, upon request, to evaluate the host government's security services in a given area, country or region.

#### **4) SPECIFIC TASKS**

- a) The Contractor must produce reports based on the following types of request:

**Request Type 1:** Tailored location or event specific threat reports supporting personnel on official travel

- i) The Contractor must produce comprehensive threat reports directly aligned with planned itineraries provided by GAC, outlining specific threats GOC personnel may encounter in the identified locations in the identified time period.
  - ii) Threat reports must also include an overall summary, assessment of threats from criminality, armed conflict, civil unrest, terrorism and natural disasters, as well as any key dates and events occurring in the duration of the itinerary that may disrupt travel during the identified period.
  - iii) Should new information emerge that changes the assessment once a report has been provided or travel is underway, the Contractor must immediately provide an updated report/supplemental information.
  - iv) The Contractor must complete this type of threat report in 3-5 business days.
- (1) This type of report should be approximately 5-6 pages, depending on the length of the itinerary.

**Request Type 2:** Threat assessment of a given city, region or thematic issue

- i) The Contractor must produce threat reports assessing the threat of criminality, armed conflict, civil unrest, terrorism, espionage, and natural disasters for a given city or region, based on a format and methodology provided by GAC.

ii) Threat reports must include an overall summary assessment of the threat of criminality, armed conflict, civil unrest, terrorism, espionage, and natural disasters, as well as key dates and events that may be of interest for GAC travel.

iii) The Contractor must complete this type of threat report in 10 business days.

(1) This type of report should be approximately 5-6 pages.

**Request Type 3: Due diligence**

- i. The contractor must produce reports on a governmental or non-governmental organization, commercial entity, individual or an identified combination thereof to support due diligence.
- ii. These reports must include information including but not limited to a combination of: identifying staff, personnel, assets, relationships, recent activity and analysis of goals/intentions as identified in the GAC request.
- iii. The contractor must complete this type of report in 5 business days.

(1) This type of report should be approximately 2-5 pages.

**1) DELIVERABLES AND ASSOCIATED SCHEDULE**

Threat assessments and any updates must be delivered from the Contractor to Canada as and when requested for the duration of the contract. This includes, but is not limited to, the reports described in Section 4 and any other deliverables while meeting all requirements of the SOW.

**2) MEETINGS**

The Contractor and GAC must engage by phone and/or email upon Contract Award, and on an ad hoc but regular basis (for example: multiple times per week) thereafter, on matters involving the project including the format and content of the reports provided. GAC will likely request the meetings but the Contractor may do so as well.

**3) CONSTRAINTS**

The Contractor must safeguard information obtained from GAC for the purposes of executing this work in accordance with security requirements of the contract.

**4) LOCATION OF WORK**

Offices of the contracting firm, including in the designated countries that the firm is covering.

**5) LANGUAGE OF WORK**

The Contractor must be capable of providing the full range of service and products required in English.

**6) TRAVEL AND LIVING**

Travel costs will not be paid separately and are included in the price per report.



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## Mandatory Criteria

### M1: Geographic Region Screening

The bidder must clearly indicate the specific geographic region(s) on which they wish to bid from section 3.a. of the Statement of Work. The bidder must indicate a minimum of one and up to six geographic regions.

Note: Contracts will be awarded to the highest ranking bidder for each geographic region. Each geographic region will be evaluated independently in Point-Rated Criteria 7 “Networking Capabilities” and 8 “Geographic Experience”.

### M2: Entry Experience

The bidder must demonstrate substantial experience in developing tailored threat reporting, threat analysis or due diligence assessments\* on various geographic regions in the SOW for various clients including businesses and government. Substantial experience is considered having a minimum of 5 years in the last 12 years in which at least 10 reports per year of experience.

For the bidder to demonstrate clearly that they meet this mandatory requirement, the bidder must provide:

- The contracts or projects where threat analysis and assessments were the main scope;
- The title of the contract or project;
- The client of the contract or project;
- Certification of project or signed contract page by both the bidder and client;
- The duration of the contract or project;
- Average volume of assessments per month;
- A brief description (minimum of 1 page and no more than 3 with a font size of 12 and regular spacing) of the services rendered under the contract or project including: the geographic location of the assessments, the specific types of assessments completed, the sources used to inform the assessment and the manner in which the information was gathered and the general processes followed to generate the conclusions of the assessment.

Note: Contracts can overlap to achieve the 5 year minimum experience in the last 12 years and the experience must be demonstrated in months.

\* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.

### M3: Volume of Report Experience

The bidder must demonstrate substantial experience in the last 7 years in developing tailored threat reporting, threat analysis or due diligence assessments for various clients including businesses and/or government on geographical locations.

For the bidder to clearly demonstrate that they meet this mandatory requirement, the bidder must:

- Demonstrate they meet the minimum requirement of substantial experience by listing information on a minimum of 50 completed threat reporting, threat analysis or due diligence assessments done in the last 7 years by providing:
  - Name of the contract or project under which the work was completed;
  - Scope of the assessment;
  - Region the assessment was done for;
  - Type of threat assessment;
  - Month and year assessment was completed;

At least 20 examples provided must be certified by the client who received the service with the remaining certified by the bidder.

#### Example Structure for Submission:

Name of the Project or Contract	What was the Primary Scope?	Region the Assessment was done for	Detailed Assessment Type *(as defined in the SOW)	Average Assessment volume per year	Start Date	End Date	Total months

\* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.

## Point-Rated Criteria

Point-Rated 1: Total Experience	Points
<p>The bidder must demonstrate more than 5 years' experience in the last 12 years doing a minimum of 10 assessments per year in developing tailored threat reporting, threat analysis or due diligence assessments* for various clients including businesses and government.</p> <p>For the bidder to clearly demonstrate that they meet this requirement, the bidder must provide:</p> <ul style="list-style-type: none"> <li>• Contracts or projects where threat analysis and assessments was the main scope;</li> <li>• The title of the contract or project;</li> <li>• Who the contracts and projects were with;</li> <li>• Certification of project or signed contract page by the bidder;</li> <li>• Clearly show duration of the project;</li> <li>• Average volume of assessments per month;</li> <li>• A brief description (minimum of 1 page and no more than 3 with a font size of 12 and regular spacing) of the services rendered under the contract including: the geographical subject of the assessments, the specific types of assessments completed, the sources used to inform the assessment and the manner in which the information was gathered and the general processes followed to generate the conclusions of the assessment.</li> </ul> <p>Note: Contracts can overlap to achieve the 5 year minimum experience in the last 12 years and the experience must be demonstrated in months. If a full month (minimum of 28 days) is not demonstrated, that month will not be counted towards the experience calculation.</p> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	<p>12+ years' experience = 10 Points</p> <p>More than 11 years to less than 12 years' experience = 8 Points</p> <p>More than 10 years to less than 11 years' experience = 6 Points</p> <p>More than 9 years to less than 10 years' experience = 4 Points</p> <p>More than 8 years to less than 9 years' experience = 2 Points</p> <p>More than 7 years to less than 8 years' experience = 1 Point</p>
<p><b>Demonstration and References in bid submission document</b></p>	

Point-Rated 2: Client Experience	Points:
<p>The bidder must demonstrate that they have experience developing multiple and different tailored threat reporting, threat analysis or due diligence assessments* for a single client, with a minimum of 5 assessments for that individual client over a maximum period of 10 years.</p> <p>For the bidder to clearly demonstrate that they meet this point-rated requirement, the bidder must provide:</p> <ul style="list-style-type: none"> <li>• Contracts or projects where threat analysis and assessments was the main scope;</li> <li>• The title of the contracts or projects;</li> <li>• Who the contracts and projects were with;</li> <li>• Certification of projects or signed contract pages by the bidder;</li> <li>• Clearly show duration of the projects or contracts;</li> <li>• Average volume of assessments per month;</li> <li>• A brief description (minimum of 1 page and no more than 3 with a font size of 12 and regular spacing) of the services rendered under the contract including general locations, the specific types of assessments completed, how were resources obtained in the areas of the assessments and the general processes required to generate conclusions.</li> </ul> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	<p>Preferred experience, Canadian Government experience = 10 points</p> <p>Other than Canada, NATO experience = 8 points</p> <p>Private Security Business and Organizations = 4 points</p> <p>Other Businesses and Organizations = 2 Points</p>
Maximum Points Available	10
<b>Demonstration and References</b>	

Point Rated 3: French Reporting	Points
<p>The bidder must demonstrate the ability to provide high quality and in-depth Threat Analysis or Assessments* in French. The bidder must be able to provide a fully translated copy of the Threat Analysis or Assessment upon request.</p> <p>A sample of a past translated Threat Analysis will be required in order to determine the level of accuracy in the translation.</p> <p>Note: The example will be graded against the Evaluation Chart for Communication, Structure, Quality, Critical Thinking, Understanding and Relevance.</p> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	10 Points
<b>Maximum Points</b>	<b>10</b>
<b>Demonstration and References</b>	

Point-Rated 4: Previous Examples	Points
<p>The bidder must demonstrate experience providing high quality and in-depth threat reporting, threat analysis or due diligence assessments*. The bidder must submit three past examples, completed within the last 3 years, which have been approved and certified by the client.</p> <p>For the bidder to clearly demonstrate that they meet this point-rated requirement, the bidder must provide sufficient details including, but no limited to:</p> <ul style="list-style-type: none"> <li>• Three examples of threat reporting, threat analysis or due diligence assessments including all supporting documentation;</li> <li>• The title of the contracts or projects;</li> <li>• Who the contract was with;</li> <li>• Geographical Area of the assessment;</li> <li>• Certification of project or signed contract page by the bidder;</li> <li>• Clearly show duration of the project and when it was conducted;</li> <li>• With each example provided to Canada provided the bidder must provide a brief description (no more than 3 pages with font no larger than 12 and regular spacing) of the services rendered under the contract or project, the specific types of assessments completed, the means used in obtaining information included in the products, the means of vetting the reliability of the information, and the general processes executed to generate conclusions. in addition to any supplementary documentation relevant.</li> </ul> <p>Note: The examples will be graded against the Evaluation Chart for Communication, Structure, Quality, Demonstrated Experience, Details and Process.</p> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	<p>Each example will be evaluated out of 10 points for a total of 30 points</p>
Maximum Points Available	30
Demonstration and References	

Point Rated 5: Safeguarding Information	Points
<p>The bidder must demonstrate how they would appropriately safeguard information obtained from GAC for the purposes of executing the work described under the SOW. To meet this requirement, the bidder must provide a report on:</p> <p>1) The processes they will be using to protect and safeguard information including reports and other outputs. If a process is not in place, describe the process that would be implemented to appropriately safeguard information;</p> <p>2) Two concrete examples of processes implemented to protect data certified the by the bidding entity for similar services.</p> <p>This report must not exceed 6 pages and must use size 12 font and regular sizing.</p> <p>*The example will be graded against the Evaluation Chart for Communication, Structure, Quality, Demonstrated Experience, Details and Process.</p>	15 Points
<b>Maximum Points</b>	<b>15</b>
<b>Demonstration and References</b>	



Point Rated 6: Scenario Example	Points
<p>The bidder must demonstrate the ability to provide high quality and in-depth Threat Analysis or Assessments*. The bidder must submit 1 threat assessment report, 1 threat analysis and 1 due diligence assessment as set out in the SOW.</p> <p>Clearly show the analytical steps, methodologies and logical sequence leading to the assessments findings.</p> <p>Note: The example will be graded against the Evaluation Chart for Communication, Structure, Quality, Critical Thinking, Understanding and Relevance.</p> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	<p>Each example will be evaluated out of 10 points for a total of 30 points</p>
<b>Maximum Points</b>	<b>30</b>
<b>Demonstration and References</b>	

Point Rated 7: Networking Capability	Points
<p>Note: Each geographic region will be evaluated independently in this Point-Rated Criteria.</p> <p>The bidder must demonstrate the ability to utilize or enhance its current resource network to provide high quality and in-depth Threat Analysis or Assessments*. The bidder must provide a general report for grading to address how it plans to enhance its current network to meet the needs of the requirement OR how it plans to utilize new networking opportunities for the geographic locations listed in the SOW OR how the bidder's existing network covers the regional locations listed in the SOW.</p> <ol style="list-style-type: none"> <li>1) Detailed explanation of in-house personnel resources dedicated to threat reporting, threat analysis or due diligence assessments in the region areas listed in the SOW</li> <li>2) Demonstrate access to on the ground sources (e.g., directly-employed or contracted personnel, contractual arrangements, partnerships, MOUs, previous work, etc.) in the regions listed in the SOW</li> <li>3) Detail your network's expansion plan to cover regional areas not already covered by your current network.</li> </ol> <p>Note: The example will be graded against the Evaluation Chart for Communication, Structure, Quality, Critical Thinking, Understanding and Relevance.</p> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	30 Points
<b>Maximum Points</b>	<b>30</b>
<b>Demonstration and References</b>	

Point-Rated 8: Geographical Experience	Points
<p>Note: Each geographic region will be evaluated independently in this Point-Rated Criteria.</p> <p>For each geographic region that the bidder has chosen to bid on, the bidder must demonstrate experience providing *threat reporting, threat analysis or due diligence assessments in the specific geographic regions listed in the SOW. The bidder must submit two examples per geographical region listed in the SOW that were approved, and certified by the client and within the last 10 years.</p> <p>For the bidder to clearly demonstrate that they meet this point-rated requirement, the bidder must provide:</p> <ul style="list-style-type: none"> <li>• Contract or project where threat analysis and assessments was the main scope;</li> <li>• The title of the contracts or projects;</li> <li>• Who the contracts and projects were with;</li> <li>• Certification of projects or signed contract pages by the bidder;</li> <li>• Clearly show duration of the projects or contracts;</li> <li>• Provide the actual completed work including all associated maps, charts and relevant documents of the services rendered under the contract including general locations, the specific types of assessments completed, explain the means used to obtain sources in the areas of the assessments and the general processes required to generate conclusions.</li> </ul> <p>Note: The example will be graded against the Evaluation Chart for Communication, Structure, Quality, Critical Thinking, Understanding and Relevance.</p> <p>* Threat reporting, threat analysis or due diligence assessments are defined for this criteria as, but not limited to, assessments of threats from criminality, armed conflict, civil unrest, terrorism, natural disasters and their effect on the area including stability and evaluation of national security and response capabilities, as well as information on organizations and individuals required to establish legal architecture, sources of funding, financial partnerships, etc. More information is provided in sections 4 and 5 of the Statement of Work.</p>	<p>15 points per example provided (up to 30 points)</p> <p>An additional point (up to 5 points) will be awarded for each geographic region the bidder demonstrates they can cover.</p>
<b>Maximum Points Available</b>	<b>35</b>
<b>Demonstration and References</b>	

## Evaluation Chart

<b>Ratings and evaluation Matrix Level 1</b>	<b>Incomplete = 1 Point</b>	<b>Unsatisfactory = 2 Points</b>	<b>Satisfactory = 3 Points</b>	<b>Good = 4 Points</b>	<b>Excellent = 5 Points</b>
<b>Written Communication</b>	Poorly written, not clear and concise, many grammatical mistakes or incomplete.	Writing is not really clear and concise, many grammatical mistakes.	Averagely written, somewhat clear and concise, Does not stand out and has some grammatical mistakes.	Well written, mostly clear and concise, some grammatical mistakes, partially stands out .	Excellent written skills shown, stands out, written clearly and concisely.
<b>Logical Flow</b>	Incomplete, has no logical flow, submission is poorly laid out and there are no clear indications of where the needed references are.	Difficult to find the logical structure with a lack of flow, submission is laid out poorly and it is difficult to find the required references.	Submission has a somewhat logical structure with some flow and the references can be found sometimes.	For the most part the submission structure is logical with steady flow and references are more easily found.	Submission is communicated logically, with proper flow and a clearly laid out submission to review and find required references easily.
<b>Quality of Submission</b>	Incomplete. Poor quality submission little to no level of detail, very little of the information requested is submitted, statements are weakly supported, explanations leave doubt when evaluating content.	Below average quality submission, there is little level of detail, some of the information is submitted as requested, statements are weakly supported, explanations leave some doubt when evaluating content.	Average quality submission, there is some level of detail, some of the information is submitted as requested, statements are somewhat supported, explanations leave some doubt when evaluating content.	Good quality submission, sufficient levels of details, most of the information is submitted as requested, all statements are supported, explanations leaving almost no doubt when evaluating content.	High quality submission, more than sufficient and accurate levels of details are provided, all information submitted as requested, all statements are well supported, explanations are clear when evaluating content.
<b>Quality of Critical Thinking and Process</b>	Does not show a clear reliable process, rationale and roadmap on how the conclusion or output was built.	Shows a weak and unreliable process, rationale and roadmap on how the conclusion or output was built.	Shows an average and somewhat reliable process, rationale and roadmap on how the conclusion or output was built.	Shows a good and reliable process, rationale and roadmap on how the conclusion or output was built.	Shows an excellent and reliable process, rationale and roadmap on how the conclusion or output was built.
<b>Quality of Graphics, Illustrations, and/or Maps</b>	Low quality visuals, does not support the analysis nor adds any additional insight.	Below average visuals, somewhat supports the analysis, but does not add additional insight.	Average quality visuals, supports the analysis but does not add additional insight.	Good quality visuals, supports the analysis and provides additional insight.	High quality visuals, elevates the analysis and provides additional insight.
<b>Demonstrating understanding of the Requirement and Relevance</b>	Does not demonstrate an understanding of the requirement, examples are not relevant and realistic.	Demonstrates a weak understanding of the requirement, examples are not really relevant and realistic.	Demonstrates an average understanding of the requirement, examples are somewhat relevant and realistic.	Demonstrates a good understanding of the requirement, examples are mainly relevant and realistic.	Demonstrates an excellent understanding of the requirement, examples are all relevant and realistic.
<b>Maximum Points</b>	6	12	18	24	30

## Summary Evaluation Point Charts:

<b>Mandatory Requirements</b>	<b>Points:</b>
M1: Geographic Region Screening	Pass/Fail
M2: Entry Experience Requirement	Pass/Fail
M3: Volume of Report Experience	Pass/Fail

<b>Point-Rated Evaluations (PR 1-6)</b>	<b>Maximum Points:</b>
Point-Rated 1: Total Experience	10
Point-Rated 2: Client Experience	10
Point Rated 3: French Reporting	10
Point-Rated 4: Previous Examples	30
Point Rated 5: Safeguarding Information	15
Point Rated 6: Scenario Example	30
<b>Total Points Available for PR 1-6</b>	<b>105 Point</b>
<b>Minimum Points to Pass for PR 1-6</b>	<b>65 Points</b>

<b>Point-Rated Evaluations (PR 7-8)</b>	<b>Regions</b>						<b>Maximum Points:</b>
	<b>North and West Africa</b>	<b>South and East Africa</b>	<b>Middle East</b>	<b>Southeast Asia</b>	<b>South/Central America</b>	<b>Central and Eastern Europe and Central Asia</b>	
Point Rated 7: Networking Capability	30	30	30	30	30	30	180
Point-Rated 8: Geographical Experience	30	30	30	30	30	30	185 (1 point, up to 5, for additional coverage)
<b>Total Points Available for PR 7-8</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>65</b>	<b>365</b>
<b>Minimum Points to Pass for PR 7-8</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>48</b>	<b>288</b>

\*Each region evaluated must have a total minimum points (PR 1-8) of 113 points.