RETURN BIDS TO : **RETOURNER LES SOUMISSIONS À :** Bid Receiving / Réception des soumissions **Email / Courriel :urp-bru@international.gc.ca**	**Title / Titre** Fund Management Services for the "Outcome Fund for Education Results" (OFFER) Project in Colombia. September 6, 2022
	Solicitation No. / N° de l'invitation *2022-P-002843-7440102*
	Client Reference No. / No. de référence du client(e) *2022-P-002843-7440102*
REQUEST FOR PROPOSAL **DEMANDE DE PROPOSITION**	**Solicitation Closes / L'invitation prend fin** **At /à : 2:00 PM** EDT (Eastern Daylight Time) **On / le : October 20, 2022**
	F.O.B. / F.A.B. **Plant-Usine:** ☐ **Destination:** ☒ **Other-Autre:** ☐
Proposal to: Department of Foreign Affairs Trade and Development. We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out thereof.	**Destination of Goods and Services / Destinations des biens et services** Department of Foreign Affairs, Trade and Development (DFATD)/ Ministère des Affaires étrangères, commerce et développement (MAECD)
Proposition aux : Ministère des Affaires étrangères, commerce et développement Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toutes feuilles ci-annexées, au(x) prix indiqué(s).	**Address Inquiries to :** **Adresser toute demande de renseignements à :** **Isabelle Doray** **Contracting Authority** **Email / Courriel:** Isabelle.doray@international.gc.ca
	Delivery Required / Livraison exigée | **Delivery Offered / Livraison proposée**
Comments - Commentaires	**Vendor Name, Address and Representative / Nom du vendeur, adresse et représentant du fournisseur/de l'entrepreneur**
	Telephone No. / No. de téléphone
Issuing Office – Bureau de distribution Foreign Affairs, Trade and Development SPBC / Affaires étrangères, commerce et développement, SPBC 200 Promenade du Portage, Gatineau, QC	**Name and title of person authorized to sign on behalf of Vendor (type or print) / Nom et titre de la personne autorisée à signer au nom du fournisseur (taper ou écrire en caractères d'imprimerie)**
	Signature | **Date**

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PART 1 - GENERAL INFORMATION

1.1 Security Requirements

There is no security requirement associated with this bid solicitation

1.2 Statement of Work

The Work to be performed is detailed under Annex A Statement of Work of the resulting contract.

1.3 Debriefings

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

1.4 Trade Agreements

The requirement is subject to the, Atlantic Procurement Agreement, Canada-Chile Free Trade Agreement (CCFTA), Canada-Colombia Free Trade Agreement, Canada-Peru Free Trade Agreement (CPFTA), World Trade Organization-Agreement on Government Procurement (WTO-AGP), Canada-Panama Free Trade Agreement, Canada-Korea Free Trade Agreement (CKFTA), Canada - Ukraine Free Trade Agreement (CUFTA), Canada - European Union Comprehensive Economic and Trade Agreement (CETA), Canada-Honduras Free Trade Agreement, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), and the Canadian Free Trade Agreement (CFTA).

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

As this solicitation is issued by Department of Foreign Affairs, Trade and Development (DFATD), any reference to Public Works and Government Services Canada or PWGSC or its Minister contained in any term, condition or clause of this solicitation, including any individual SACC clauses incorporated by reference, will be interpreted as reference to DFATD or its Minister(s).

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

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

The **2003 (2022-03-29)** Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.
https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/1/2003/25

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

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

b) Subsection 5.4 of 2003, Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 180 calendar days.

2.2 Submission of Bids

Bids must be submitted BY E-MAIL only to the Department of Foreign Affairs, Trade and Development (DFATD) at the following E-MAIL address :urp-bru@international.gc.ca ; by the date, time and place indicated on page 1 of the bid solicitation.

DO NOT COPY THE CONTRACTING AUTHORITY

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

2.3 Enquiries - Bid Solicitation

All enquiries must be submitted **BY E-MAIL ONLY** to the Contracting Authority isabelle.doray@international.gc.ca **no later than three (3) calendar days** before the bid closing date. Enquiries received after that time may not be answered.

Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a proprietary nature must be clearly marked "proprietary" at each relevant item. Items identified as "proprietary" will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all bidders. Enquiries not submitted in a form that can be distributed to all bidders may not be answered by Canada.

2.4 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in the **PROVINCE OF ONTARIO**.

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

2.5 Bid Challenge and Recourse Mechanisms

(a) Several mechanisms are available to potential suppliers to challenge aspects of the procurement process up to and including contract award.

(b) Canada encourages suppliers to first bring their concerns to the attention of the Contracting Authority. Canada's Buy and Sell website, under the heading "Bid Challenge and Recourse Mechanisms" contains information on potential complaint bodies such as:

- DFATD Internal Review Mechanism (IRM). Complaints should be submitted using the IRM Enquiry Form.
- Office of the Procurement Ombudsman (OPO)
- Canadian International Trade Tribunal (CITT)

(c) Suppliers should note that there are **strict deadlines** for filing complaints, and the time periods vary depending on the complaint body in question. Suppliers should therefore act quickly when they want to challenge any aspect of the procurement process.

2.6 Improvement of Requirement During Solicitation Period

Should bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reason for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority at least 5 days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Canada requests that the Bidder submit **all** its **email** bid in separately saved sections as follows and **prior to the bid closing date, time and location**:

Section I: **Technical Bid** (one soft copy in PDF format)

Section II: **Financial Bid** (one soft copy in PDF format)

Section III: **Certifications** (one soft copy in PDF format)

Important Note:

The Department of Foreign Affairs, Trade and Development (DFATD) requests that Bidders follow the format instructions described below in the preparation of their bid:

- Use a numbering system corresponding to that of the bid solicitation;
- The size of the e-mail, including all attachments should **not exceed 20MB**; otherwise, DFATD may not receive it. Should the e-mail exceed this size, Bidders are encouraged to compress filed before attaching them to the e-mail.

It is important to note that e-mail systems can experience transmission delays, block e-mails that exceed its size limit and block or delay e-mails that contain elements such as scripts, formats, embedded macros and/or links. Such emails may be rejected by DFATD's e-mail system and/or firewall(s) without notice to the Bidder or to DFATD.

For bids transmitted by email, DFATD will not be responsible for any failure attributable to the transmission or receipt of the email bid. DFATD will send a confirmation email to the Bidders when the submission is received.

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

Canada requests that bidders follow the format instructions described below in the preparation of hard copy of their bid:

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

In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process Policy on Green Procurement (https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32573). To assist Canada in reaching its objectives, bidders should:

1) use 8.5 x 11 inch (216 mm x 279 mm) paper containing fibre certified as originating from a sustainably-managed forest and containing minimum 30% recycled content; and

2) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, using staples or clips instead of cerlox, duotangs or binders.

Section I: Technical Bid

In their technical bid, bidders should demonstrate their understanding of the requirements contained in the bid solicitation and **explain how they will meet these requirements**.
Bidders should **demonstrate their capability and describe their approach** in a thorough, concise and clear manner for carrying out the work.

The technical bid should address clearly and in sufficient **depth the points that are subject to the evaluation criteria** against which the bid will be evaluated.

Simply repeating the statement contained in the bid solicitation is not sufficient.

In order to facilitate the evaluation of the bid, Canada requests that bidders **address and present topics in the order of the evaluation criteria** under the same headings.

To avoid duplication, bidders may **refer to different sections of their bids by identifying the specific paragraph and page number** where the subject topic has already been addressed.

Part 4, Evaluation Procedures, **contains additional instructions** that bidders should consider when preparing their technical bid.

Section II: Financial Bid

3.1.1 Bidders must submit their financial bid in accordance with the Basis of Payment in Annex "B".

3.1.2 The requirement does not offer exchange rate fluctuation risk mitigation. Requests for exchange rate fluctuation risk mitigation will not be considered. All bids including such provision will render the bid non-responsive.

Section III: Certifications

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

PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

4.1 Evaluation Procedures

(a) Bids will be assessed in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria.
(b) An evaluation team composed of representatives of Canada will evaluate the bids.

4.1.1 Technical and Financial Evaluation

4.1.1.1 Mandatory Technical Criteria

Refer to Annex "D-1 Mandatory Technical Criteria

4.1.1.2 Mandatory Financial Criteria

Refer to Annex "D-2" Mandatory Financial Criteria

4.1.1.3 Point Rated Technical Criteria

Refer to Annex "D-3" Pointe Rated Technical Criteria

4.2 Basis of Selection

4.2.1 Highest Combined Rating of Technical Merit and Price

1. To be declared responsive, a bid must:

   (a) comply with all the requirements of the bid solicitation; and
   (b) meet all mandatory criteria; and
   (c) obtain the required minimum points specified for each category criterion for the technical evaluation, and
   (d) obtain the required minimum of **299 points** overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **499 points**.

2. Bids not meeting (a) or (b) or (c) or (d) will be declared non-responsive.

3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70 % for the technical merit and 30 % for the price.

4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained divided by the maximum number of points available multiplied by the ratio of 70 %.

5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30 %.

6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

7. Neither the responsive bid obtaining the highest technical score nor the one with the lowest evaluated price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and price will be recommended for award of a contract.

The table below illustrates an example where all three bids are responsive and the selection of the contractor is determined by a 70/30 ratio of technical merit and price, respectively. The total available points equal 135 and the lowest evaluated price is $45,000 (45).

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)				
		Bidder 1	**Bidder 2**	**Bidder 3**
Overall Technical Score		115/135	89/135	92/135
Bid Evaluated Price		$55,000.00	$50,000.00	$45,000.00
Calculations	**Technical Merit Score**	115/135 x 70 = 59.63	89/135 x 70 = 46.15	92/135 x 70 = 47.70
	Pricing Score	45/55 x 30 = 24.55	45/50 x 30 = 27.00	45/45 x 30 = 30.00
Combined Rating		84.18	73.15	77.70
Overall Rating		**1st**	**3rd**	**2nd**

PART 5 - CERTIFICATIONS

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Unless specified otherwise, Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the bid non-responsive or constitute a default under the Contract.

5.1 Certifications Required with the Bid

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

5.1.1 Integrity Provisions – Declaration of Convicted Offences

In accordance with the Integrity Provisions of the Standard Instructions, all bidders must provide with their bid, **if applicable**, the declaration form available on the Forms for the Integrity Regime website (http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html), to be given further consideration in the procurement process.

5.1.2 Integrity Provisions – Required Documentation

In accordance with the section titled Information to be provided when bidding, contracting or entering into a real procurement agreement of the Ineligibility and Suspension Policy (http://www.tpsgc-pwgsc.gc.ca/ci-if/politique-policy-eng.html), the Bidder must provide the required documentation, as applicable, to be given further consideration in the procurement process.

Bidders must complete the List of Names for Integrity Verification form found in Attachment 1 to Part 5.

5.1.3 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list available at the bottom of the page of the Employment and Social Development Canada (ESDC) - Labour's website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.

The Bidders must complete and provide with their bid the **ATTACHMENT 2TO PART 5, FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY**.
If the Bidder is a Joint Venture, the Bidder must complete and provide with their bid the **ATTACHMENT 2TO PART 5, FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY** for each member of the Joint Venture.

5.1.4 Status and Availability of Resources

The Bidder certifies that, should it be awarded a contract as a result of the bid solicitation, every individual proposed in its bid will be available to perform the Work as required by Canada's representatives and at the time specified in the bid solicitation or agreed to with Canada's representatives. If for reasons beyond its control, the Bidder is unable to provide the services of an individual named in its bid, the Bidder may propose a substitute with similar qualifications and experience. The Bidder must advise the Contracting Authority of the reason for the substitution and provide the name, qualifications and experience of the proposed replacement. For the purposes of this clause, only the following reasons will be considered as beyond the control of the Bidder: death, sickness, maternity and parental leave, retirement, resignation, dismissal for cause or termination of an agreement for default.

If the Bidder has proposed any individual who is not an employee of the Bidder, the Bidder certifies that it has the permission from that individual to propose his/her services in relation to the Work to be performed and to submit his/her résumé to Canada. The Bidder must, upon request from the Contracting Authority, provide a written confirmation, signed by the individual, of the permission given to the Bidder and of his/her availability.

5.1.5 Education and Experience

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

5.1.6 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: ______________________
Title: ______________________
Address: ______________________
Telephone: ______________________
E-mail: ______________________

5.1.7 Supplementary Contractor Information

Pursuant to paragraph 221 (1)(d) of the Income Tax Act, payments made by departments and agencies under applicable services contracts (including contracts involving a mix of goods and services) must be reported on a T4-A supplementary slip.

To enable departments and agencies to comply with this requirement, the Contractor hereby agrees to provide the following information, which it certifies to be correct, complete, and fully discloses the identification of this Contractor:

a) The legal name of the entity or individual, as applicable (the name associated with the Social Insurance Number (SIN) or Business Number (BN), as well as the address and the postal code:

____

b) The status of the contractor (individual, unincorporated business, corporation or partnership:

____

c) For individuals and unincorporated businesses, the contractor's SIN and, if applicable, the BN, or if applicable, the Goods and Services Tax (GST)/Harmonized Sales Tax (HST) number:

____

d) For corporations, the BN, or if this is not available, the GST/HST number. If there is no BN or GST/HST number, the T2 Corporation Tax number must be shown:

____

5.1.8 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below before contract award.

5.1.8.1 Definitions

For the purposes of this clause,
"former public servant" is any former member of a department as defined in the ***Financial Administration Act***, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:

a. an individual;
b. an individual who has incorporated;
c. a partnership made of former public servants; or
d. a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.

"pension" means a pension or annual allowance paid under the *Public Service Superannuation Act* (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the *Supplementary Retirement Benefits Act*, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the *Canadian Forces Superannuation Act*, R.S., 1985, c.C-17, the*Defence Services Pension Continuation Act*, 1970, c.D-3, the *Royal Canadian Mounted Police Pension Continuation Act* , 1970, c.R-10, and the *Royal Canadian Mounted Police Superannuation Act*, R.S., 1985, c.R-11, the*Members of Parliament Retiring Allowances Act* , R.S., 1985, c.M-5, and that portion of pension payable to the*Canada Pension Plan Act*, R.S., 1985, c.C-8.

5.1.8.2 Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension?

Yes ( ) **No** ( )

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

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

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with Contracting Policy Notice: 2012-2 and the Guidelines on the Proactive Disclosure of Contracts.

5.1.8.3 Work Force Adjustment Directive
Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive?

Yes ( ) **No** ( )

If so, the Bidder must provide the following information:

a. name of former public servant;
b. conditions of the lump sum payment incentive;
c. date of termination of employment;
d. amount of lump sum payment;
e. rate of pay on which lump sum payment is based;
f. period of lump sum payment including start date, end date and number of weeks;
g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

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

5.1.9 Language Requirement(s)

In order to be able to deliver the mandate of this RFP resulting contract in English and in French and in Spanish, the Bidder certifies that the proposed team will be composed of individuals who have advanced reading, oral interaction and writing proficiency in **English and/or French and/or Spanish**

ADVANCED PROFICIENCY

For the purpose of this RFP and resulting contract, an individual who is "advanced" **in English and/or French and/or Spanish** can, **as a minimum** perform the following:

Advanced Reading Proficiency:
Ability to understand texts dealing with a wide variety of work-related topics; ability to understand most complex details, interferences and fine points of meanings; ability to read with good comprehension specialized or less familiar material.

Advanced Oral Interaction Proficiency:
Ability to give detailed explanations and descriptions; ability to handle hypothetical questions; ability to support an opinion, defend a point of view, or justify an action; ability to counsel and give advice; ability to handle complex work-related situations.

Advanced Writing Proficiency:
Ability to write explanations or descriptions in a variety of informal and formal work-related situations; ability to write texts in which the ideas are developed and presented in which vocabulary, grammar and spelling are generally appropriate and require few corrections.

5.1.10 Insurance – No Specific Requirement

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

5.1.11 Certification and Information verification

Compliance with the certifications bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after contract award. The Contracting Authority will have the right to ask for additional information to verify bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive

CERTIFICATION SIGNATURE:

"I certify that I have examined the information provided above and that it is correct and complete"

5.1.1 Integrity Provisions – Declaration of Convicted Offences
5.1.2 Integrity Provisions – Required Documentation
5.1.3 Federal Contractors Program for Employment Equity - Bid Certification
5.1.4 Status and Availability of Resources
5.1.5 Education and Experience
5.1.6 Contractor's Representative
5.1.7 Supplementary Contractor Information
5.1.8 Former Public Servant
5.1.9 Language Requirement(s)
5.1.10 Insurance – No Specific Requirement
5.1.11 Certification and Information verification

____________________________ ____________________________
Signature Date

____
Name (print or type) of person authorized to sign on behalf of the Organization

Phone : ____________________

E-Mail : ____________________

ATTACHMENT 1 TO PART 5 - LIST OF NAMES FOR INTEGRITY VERIFICATION FORM

Requirements

Section 17 of the *Ineligibility and Suspension Policy* (the Policy) requires suppliers, regardless of their status under the Policy, to submit a list of names with their bid or offer. The required list differs depending on the bidder or offeror's organizational structure:

- Suppliers including those bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all current directors.
- Privately owned corporations must provide a list of the owners' names.
- Suppliers bidding as sole proprietors, including sole proprietors bidding as joint ventures, whether incorporated or not, must provide a complete list of the names of all owners.
- Suppliers that are a partnership do not need to provide a list of names.

Suppliers may use this form to provide the required list of names with their bid or offer submission. Failure to submit this information with a bid or offer, where required, will render a bid or offer non-responsive, or the supplier otherwise disqualified for award of a contract or real property agreement. Please refer to Information Bulletin: Required information to submit a bid or offer for additional details.

List of names for integrity verification form

ATTACHMENT 2 TO PART 5, FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY - CERTIFICATION

I, the Bidder, by submitting the present information to the Contracting Authority, certify that the information provided is true as of the date indicated below. The certifications provided to Canada are subject to verification at all times. I understand that Canada will declare a bid non-responsive, or will declare a contractor in default, if a certification is found to be untrue, whether during the bid evaluation period or during the contract period. Canada will have the right to ask for additional information to verify the Bidder's certifications. Failure to comply with any request or requirement imposed by Canada may render the bid non-responsive or constitute a default under the Contract.

For further information on the Federal Contractors Program for Employment Equity, visit Employment and Social Development Canada (ESDC) – Labour's website.

Date: ___________(YYYY/MM/DD) (If left blank, the date will be deemed to be the bid solicitation closing date.)

Complete both A and B.

A. Check only one of the following:

( ) A1. The Bidder certifies having no work force in Canada.

( ) A2. The Bidder certifies being a public sector employer.

( ) A3. The Bidder certifies being a federally regulated employer being subject to the Employment Equity Act.

( ) A4. The Bidder certifies having a combined work force in Canada of less than 100 permanents full-time and/or permanent part-time employees.

( ) A5. The Bidder has a combined workforce in Canada of 100 or more employees; and

( ) A5.1. The Bidder certifies already having a valid and current Agreement to Implement Employment Equity (AIEE) in place with ESDC-Labour.

OR

( ) A5.2. The Bidder certifies having submitted the Agreement to Implement Employment Equity (LAB1168) to ESDC-Labour. As this is a condition to contract award, proceed to completing the form Agreement to Implement Employment Equity (LAB1168), duly signing it, and transmit it to ESDC-Labour.

B. Check only one of the following:

( ) B1. The Bidder is not a Joint Venture.

OR

( ) B2. The Bidder is a Joint venture and each member of the Joint Venture must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification. (Refer to the Joint Venture section of the Standard Instructions)

PART 6 - RESULTING CONTRACT CLAUSES

6.1 Definitions

In the Contract, unless the context otherwise requires:

"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, the Quebec Sales Tax (QST) as of April 1, 2013;

"Articles of Agreement" means the clauses and conditions incorporated in full text or incorporated by reference from the *Standard Acquisition Clauses and Conditions Manual* to form the body of the Contract; it does not include these general conditions, any supplemental general conditions, annexes, the Contractor's bid or any other document;

"Canada", "Crown", "Her Majesty" or "the Government" means Her Majesty the Queen in right of Canada as represented by the Minister of Public Works and Government Services and any other person duly authorized to act on behalf of that minister or, if applicable, an appropriate minister to whom the Minister of Public Works and Government Services has delegated his or her powers, duties or functions and any other person duly authorized to act on behalf of that minister;

"Contract" means the Articles of Agreement, these general conditions, any supplemental general conditions, annexes and any other document specified or referred to as forming part of the Contract, all as amended by agreement of the Parties from time to time;

"Contracting Authority" means the person designated by that title in the Contract, or by notice to the Contractor, to act as Canada's representative to manage the Contract;

"Contractor" means the person, entity or entities named in the Contract to supply goods, services or both to Canada;

"Contract Price" means the amount stated in the Contract to be payable to the Contractor for the Work, exclusive of Applicable Taxes;

"Cost" means cost determined according to Contract Cost Principles 1031-2 as revised to the date of the bid solicitation or, if there was no bid solicitation, the date of the Contract;

"Government Property" means anything supplied to the Contractor by or on behalf of Canada for the purposes of performing the Contract and anything acquired by the Contractor in any manner in connection with the Work, the cost of which is paid by Canada under the Contract;

"Party" means Canada, the Contractor, or any other signatory to the Contract and

"Parties" means all of them;

"Specifications" means the description of the essential, functional or technical requirements of the Work in the Contract, including the procedures for determining whether the requirements have been met;

"Total Estimated Cost", "Revised Estimated Cost", "Increase (Decrease)" on page 1 of the Contract or Contract Amendment means an amount used for internal administrative purposes only that comprises the Contract Price, or the revised Contract Price, or the amount that would increase or decrease the Contract Price and the Applicable Taxes as evaluated by the Contracting Authority, and does not constitute tax advice on the part of Canada;

"Work" means all the activities, services, goods, equipment, matters and things required to be done, delivered or performed by the Contractor under the Contract.

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

6.2 Security Requirements

There is no security requirement applicable to the Contract.

6.2.1 Security Measures

(a) It is the sole responsibility of the Contractor 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 Contractor determines that a security plan is necessary, the Contractor 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 Contractor 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 Contractor's internal policies and harmonized, where practicable, with the Canadian Embassy consular procedures.

6.3 Subcontractors

The contractor must ensure that all its subcontractors are bound by compatible terms.

6.4 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex A, and the Contractor's technical bid entitled ______, dated _______.

6.5 Standard Clauses and Conditions

As this contract is issued by Department of Foreign Affairs, Trade and Development (DFATD), any reference to Public Works and Government Services Canada or PWGSC or its Minister contained in any term, condition or clause of this contract, including any individual SACC clauses incorporated by reference, will be interpreted as reference to DFATD or its Minister.

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

6.5.1 General Conditions

2035 (2022-05-12) Higher Complexity - Services, https://achatsetventes.gc.ca/politiques-et-lignes-directrices/guide-des-clauses-et-conditions-uniformisees-d-achat/3/2035/20 apply to and form part of the Contract with the following replacements:

Subsection 12 of 2035 (2013-03-21), General Conditions - Higher Complexity Services – Invoice submission, is amended as follows:

Invoice submission

1. Invoices must be submitted in the Contractor's name to Project Authority. The Contractor must submit invoices for each delivery or shipment; invoices must only apply to the Contract. Each invoice must indicate whether it covers partial or final delivery.

2. Invoices must show:
   a. Contractor's Name and remittance physical address;
   b. Contractor's CRA Business Number or Procurement Business Number (PBN);
   c. Invoice Date;
   d. Invoice Number;
   e. Invoice Amount (broken down into item and tax amounts);
   f. Invoice Currency (if not in Canadian dollars);
   g. DFATD Reference Number (PO Number or other valid reference number);
   h. Description of the goods or services supplied (provide details of expenditures (such as item, quantity, unit of issue, fixed time labour rates and level of effort, subcontracts, as applicable) in accordance with the Basis of Payment, exclusive of Applicable Taxes;
   i. deduction for holdback, if applicable;
   j. the extension of the totals, if applicable; and
   k. if applicable, the method of shipment together with date, case numbers and part or reference numbers, shipment charges and any other additional charges.

3. Applicable Taxes must be specified on all invoices as a separate item along with corresponding registration numbers from the tax authorities. All items that are zero-rated, exempt or to which Applicable Taxes do not apply, must be identified as such on all invoices.

4. By submitting an invoice, the Contractor certifies that the invoice is consistent with the Work delivered and is in accordance with the Contract.

6.5.2 Supplemental General Conditions

4006 (2010-08-16) Contractor to Own Intellectual Property Rights in Foreground Information, https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/4/4006/3, apply to and form part of the Contract.

4013 (2022-06-20) Compliance with on-site measures, standing orders, policies, and rules, apply to and form part of the Contract

The Contractor must comply and ensure that its employees and subcontractors comply with all security measures, standing orders, policies or other rules in force at the site where the Work is performed.

4014 (2022-06-20) Suspension of the work applies to and forms part of the Contract

1. The Contracting Authority may at any time, by written notice, order the Contractor to suspend or stop the Work or part of the Work under the Contract for a period of up to 180 days. The Contractor must immediately comply with any such order in a way that minimizes the cost of doing so. While such an order is in effect, the Contractor must not remove any part of the Work from any premises without first obtaining the written consent

of the Contracting Authority. Within these 180 days, the Contracting Authority must either cancel the order or terminate the Contract, in whole or in part, under section(s) Default by the Contractor or Termination for convenience of general conditions **2035 (2022-05-12).**

2. When an order is made under subsection 1, unless the Contracting Authority terminates the Contract by reason of default by the Contractor or the Contractor abandons the Contract, the Contractor will be entitled to be paid its additional costs incurred as a result of the suspension plus a fair and reasonable profit.

3. When an order made under subsection 1 is cancelled, the Contractor must resume work in accordance with the Contract as soon as practicable. If the suspension has affected the Contractor's ability to meet any delivery date under the Contract, the date for performing the part of the Work 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 Contractor, is necessary for the Contractor to resume the Work. Any equitable adjustments will be made as necessary to any affected conditions of the Contract.

6.6 Term of Contract

6.6.1 Initial Period of the Contract

The initial period of the Contract is from date of Contract to **March 31, 2027 inclusive**.

6.6.2 Option to Extend the Contract

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

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract.

The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

6.7 Authorities

6.7.1 Contracting Authority

The Contracting Authority for the Contract is:

Isabelle Doray
Foreign Affairs, Trade and Development /
SPBC Contracting Services Unit /
200 Promenade du Portage,
Gatineau, Québec, Canada, K1A 0G4
E-mail address: isabelle.doray@international.gc.ca

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

6.7.2 Project Authority
(Fill in at time of contract award.)

Name: TBD
Title:
200 Promenade du Portage,
Gatineau, Québec, Canada, K1A 0G4
Telephone:
E-Mail: @international.gc.ca

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

6.7.3 Contractor's Representative
(Fill in at time of contract award.)

Name:
Contractor:
Telephone:
E-Mail:

6.8 Proactive Disclosure of Contracts with Former Public Servants

By providing information on its status, with respect to being a former public servant in receipt of a Public Service Superannuation Act (PSSA) pension, the Contractor has agreed that this information will be reported on departmental websites as part of the published proactive disclosure reports, in accordance with Contracting Policy Notice: 2012-2 of the Treasury Board Secretariat of Canada.

6.9 Payment

6.9.1 Basis of Payment

6.9.2 Limitation of Expenditure
The Contractor will be paid for its costs reasonably and properly incurred in the performance of the Work, in accordance with the Basis of payment in annex B, to a limitation of expenditure of *$________* (*insert the amount at contract award*). Customs duties are included and Applicable Taxes are extra.

No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority.

The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum:

1. when it is 75 percent committed, or
2. four (4) months before the Contract expiry date, or
3. As soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Provision of such information by the Contractor does not increase Canada's liability.

A. Professional services at firm daily rate

In consideration of the Contractor satisfactorily completing all of its obligations under the Contract, the Contractor will be paid a firm daily rate for its professional services. Customs duty are included and Applicable Taxes are extra.
Canada will not pay the Contractor for any design changes, modifications or interpretations of the Work unless they have been approved, in writing, by the Contracting Authority before their incorporation into the Work.

Total Professional services - limitation of expenditures: ___________$
(insert the amount at time of contract award

B. Technical specialist services at firm monthly cost

The Contractor will be reimbursed for technical specialist services fees required during the term of the assignment.

Total Technical specialist services - limitation of expenditures _____________ $
(insérer le montant au moment de l´attribution du contrat).

C. Operational services at firm monthly coast

The Contractor will be reimbursed for Operational Costs including Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)

Total Operational services - limitation of expenditures _____________ $
(insérer le montant au moment de l´attribution du contrat).

D. Authorized Travel and Living Expenses

The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.

All travel must have the prior authorization of the Project Authority.

All payments are subject to government audit.

Total travel and living expenses – Ceiling price:

Year 1	**$ 35,000.00**
Year 2	**$ 25,000.00**
Year 3	**$ 25,000.00**
Year 4	**$ 25,000.00**
Year 5	**$ 25,000.00**

6.10 Methods of Payment

1. Canada will make **progress payments** in accordance with the payment provisions of the Contract, **no more than once every three (3) months,** for work performed during the three (3) months period covered by the invoice in accordance with the payment provisions of the Contract if:

   (a) an accurate and complete claim for payment using form PWGSC-TPSGC 1111, Claim for Progress Payment, and any other document required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;

   (b) the amount claimed is in accordance with the basis of payment;

   (c) all certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives.

2. Progress payments are interim payments only. Canada may conduct a government audit and interim time and cost verifications and reserves the rights to make adjustments to the Contract from time to time during the performance of the Work. Any overpayment resulting from progress payments or otherwise must be refunded promptly to Canada.

   Payments schedule (*insert the periods exact dates at contract award)*

Three (3) months period covered by the invoice

6.10.1 T1204 - Direct Request by Customer Department

https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/5/A/A9117C/2 apply to and form part of the Contract

6.10.2 Electronic Payment of Invoices – Contract

The Contractor accepts to be paid using any of the following Electronic Payment Instrument(s):

i. Direct Deposit (Domestic and International).

6.11 Certifications and Additional Information

6.11.1 Compliance

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

6.11.2 Federal Contractors Program for Employment Equity - Default by the Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor 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 Contractor will be added to the "FCP Limited Eligibility to Bid" list. The imposition of such a sanction by ESDC will constitute the Contractor in default as per the terms of the Contract.

6.11.3 Certification - Contract

Compliance with the certifications provided by the Contractor in its bid is a condition of the Contract and subject to verification by Canada during the term of the Contract. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor in its bid is untrue, whether made knowingly or unknowingly, Canada has the right, pursuant to the default provision of the Contract, to terminate the Contract for default.

6.12 Applicable Laws

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

6.13 Priority of Documents

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

1. the Articles of Agreement;
2. Supplemental General Conditions:
   - **4006 (2010-08-16)** Contractor to Own Intellectual Property Rights in Foreground Information;
   - **4013 (2022-06-20)** Compliance with on-site measures, standing orders, policies, and rules;
   - **4014 (2022-06-20)** Suspension of the work applies to and forms part of the Contract;
3. General Conditions:
   - **2035 (2022-05-12),** Higher Complexity – Services;
4. Annex A, Statement of Work;
5. Annex B, Basis of payment;
6. Annex C, Security Requirements Check List (SRCL);
7. the Contractor's proposal dated ____________________________

6.14 Insurance - No Specific Requirement

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

6.15 Basis for Canada's Ownership of Intellectual Property

6.15.1 All intellectual property rights vest with the Contractor.

6.15.2 The Contractor hereby grants Canada, the beneficiaries of the Project and any person designated by DFATD, notably in the disposal of assets plan, a worldwide, perpetual, irrevocable, non-exclusive, non-commercial, free-of-charge and royalty-free license, authorizing them to exercise all of the intellectual property rights in the Work and which:

a) Authorizes them to do the acts reserved to the owner by the national law applicable to the Work or, if there is no law in a country where the license is exploited, the acts reserved to the owner by the applicable law in Canada; and

b) Grant a free-of-charge and royalty-free sublicense to any person, authorizing the sub-licensee to do any or all of the acts mentioned in paragraph (a).

6.15.3 The Contractor declares and warrants that the Work, and the exercise of the intellectual property rights granted under the Contract, in no way infringe upon the intellectual property rights of others or upon the legislation in force;

6.15.4 The obligations contained in this section must be reproduced in all sub-agreements and subcontracts.

6.16 Dispute Resolution

(a) The parties agree to maintain open and honest communication about the Work throughout and after the performance of the contract.

(b) The parties agree to consult and co-operate with each other in the furtherance of the contract and promptly notify the other party or parties and attempt to resolve problems or differences that may arise.

(c) If the parties cannot resolve a dispute through consultation and cooperation, the parties agree to consult a neutral third party offering alternative dispute resolution services to attempt to address the dispute.

(d) Options of alternative dispute resolution services can be found on Canada's Buy and Sell website under the heading "Dispute Resolution".

6.17 Public Recognition

6.17.1 In consultation with DFATD, the Contractor 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.

6.17.2 The Contractor must plan for, and report on its public recognition activities in accordance with the reporting requirements of the Contract. The Contractor must supply DFATD with a copy of any written or electronic material acknowledging DFATD's support or information on its public recognition activities. DFATD may provide content and input into any supporting communication material.

6.17.3 The Contractor 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 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 Contractor.

6.17.4 All public materials issued jointly by DFATD and the Contractor must be judged acceptable by both Parties and will be made available in both English and French.

6.17.5 After consultation, DFATD or the Contractor may request to cease all public recognition activities inter alia for security, programming or other compelling reasons. DFATD and the Contractor will consult each other to determine when the public recognition activities may resume.

6.18 Environmental Considerations

As part of Canada's policy directing federal departments and agencies to take the necessary steps to acquire products and services that have a lower impact on the environment than those traditionally acquired, Contractors should:

a) Paper consumption:

- Provide and transmit draft reports, final reports in electronic format. Should printed material be required, double sided printing in black and white format is the default unless otherwise specified by the Project Authority.
- Printed material is requested on minimum recycled content of 30% and/or certified as originating from a sustainably managed forest.
- Recycle unneeded printed documents (in accordance with Security requirements).

b) Travel requirements:

- The Contractor is encouraged to use video and/or teleconferencing where possible to cut down unnecessary travel.
- Use of Properties with Environmental Ratings: Contractors to the Government of Canada may access the PWGSC Accommodation directory, which includes Eco-Rated properties. When searching for accommodation, Contractors can go to the following link and search for properties with Environmental Ratings, identified by Green Keys or Green Leafs that will honor the pricing for Contractors.
- Use public transportation or another method of green transportation as much as possible.

6.19 Disposal of Assets

6.19.1 Equipment, and materials purchased by the Contractor wholly or partly with funds provided by DFATD, will be the property of the Contractor until transferred to a Recipient Country or another approved entity in accordance with the approved disposal plan and will be marked accordingly by the Contractor until such transfer.

6.19.2 At the time of submission of the final report, or as required at any other time, the Contractor will make available to DFATD an inventory of such equipment, and materials along with a plan for disposal, and will at no cost transfer such equipment and materials to the Recipient Country or another entity following DFATD's approval of the disposal plan.

ANNEX "A" - STATEMENT OF WORK

1. Title

Fund Management Services for the "Outcome Fund for Education Results" (OFFER) Project in Colombia.

2. Objective

The Contractor will implement and manage the project toward the attainment of the project expected results as described in the Buy and Sell Tender Notice - Request for Proposal (RFP) Attachment **ANNEX A-1 - Project Description**.

3. Brief Description of the Outcomes Fund for Education Results (OFFER) Project[1]

3.1 Background

The Outcome Fund for Education Results (OFFER) Project in Colombia is based on a new innovative results-based financing (RBF) model, mobilizing international cooperation and private sector investments to achieve measurable cost-effective education outcomes. This pilot program draws upon the commitments outlined in the Whistler Principles to Accelerate Innovation for Development Impact. This Project is aligned with Sustainable Development Goal (SDG) #4 (Quality Education) and will also contribute to SDG #9 to foster innovation for development and SDG #17 (Global Partnership for Sustainable Development) by mobilizing additional financial resources from multiple sources. In relation to implications for cross-cutting themes, the OFFER will work to reduce gender gaps in education outcomes for the most vulnerable populations, including girls, women, indigenous, Afro-Colombians and migrants. At its core, the OFFER seeks to advance the principles of equity, transparency, and shared opportunity as part of contributions to be made in relation to the theme of Governance. Environmental considerations will be integrated into programming challenges where possible, incorporating considerations for the usage of materials, water, electricity, and learning opportunities for learners and communities

3.2 Context

The OFFER will focus on impact and scalable education solutions for the most disadvantaged and conflict-affected children, especially girls, migrants, victims of armed conflict, indigenous and those living in rural conflict-affected areas. The Colombian Government is committed to delivering education and has a well-established private sector that wants to help the most vulnerable. The OFFER has been co-designed by the Department of Foreign Affairs, Trade and Development (DFATD)[2] with four (4) private sector partners ("Alliance Partners") whose vision is to collaborate with Colombia on equal footing to achieve the Sustainable Development Goals (SDGs), including closing the financing gap for the SDGs.

The OFFER represents an important programming tool in an evolving toolbox for middle-income countries (MICs). The OFFER is a cutting-edge initiative in the field of impact mechanisms. It will be one among few education outcome funds in the world. Its lessons can guide other similar structures in the future (e.g., in health, nutrition, etc.). In Colombia, the OFFER will complement several other Canadian and private sector partners funded investments in the education sector. In the context of the Covid-19 pandemic, flexible and adaptable programming modalities such as Outcome Funds, are increasingly highlighted as valuable tools that allow Governments and their private sector partners to respond appropriately and efficiently with impact-driven programming solutions to new development challenges.

[1] For more detailed description of the project, see ANNEX A-2 Technical Guide 2022-P-002843-7440102 Provided upon request to the Contracting Authority only.

[2] As of October 2015 the name of the Department of Foreign Affairs, Trade and Development (DFATD) was changed to Global Affairs Canada (GAC). DFATD will be used throughout this document.

3.3 Principles and Approach

When fully operational, the OFFER will be a public-private sector fund that will create a marketplace for affordable education solutions to be replicated or scaled up for the most vulnerable in Colombia. In addition, it will strengthen the education ecosystem and improve education public policy, using results-based payments and innovative financing approaches to achieve a more significant impact.

The following five principles will guide the OFFER initiative:

a) Align incentives with the most hard-to-reach areas in Colombia and focus on vulnerable populations and supporting educational outcomes.
b) Focus the initiative design on outcomes with the flexibility to achieve results.
c) Leverage international cooperation, private sector, and public resources to address the financing gap for education services for the most vulnerable populations.
d) Orient key stakeholder's investments (international cooperation and private sector) to align with Colombian public sector[3] priorities (national and local), focusing on more equitable and sustainable education interventions,
e) Create a more efficient and competitive environment wherein implementers compete to achieve results within constrained contexts, resulting in cost-effective solutions.

The OFFER approach is based on three fundamental beliefs:

a) All children in Colombia must have access to education, and the opportunity to stay in school and perform well in school must be equitable.
b) Traditional approaches to funding projects are not delivering the outcomes that they intend; to achieve the vision, funding needs to incentivize the delivery of outcomes better, and
c) Taking a deliberate and transparent approach to its learning agenda, the OFFER can evolve and support the education ecosystem to learn and build its capacity to deliver outcomes.

3.4 Goal, Purpose and Outcomes

The project goal is to improve education service delivery so that all learners in Colombia have equitable opportunities for access, retention, and achievement in the education system.

The project purpose is to create and strengthen an education ecosystem that fosters innovative solutions to education Pay-for-Results Challenges while building the capacity of all stakeholders to promote and implement results-based financing (RBF) programming employing public and private sector partnerships.

The initiative is expected to achieve the following intermediate outcomes:

a) key actors in the education ecosystem in Colombia are strengthened with the ability to achieve equitable, measurable and lasting education outcomes; and
b) education policy in Colombia is strengthened with the adoption of outcomes-based principles and practices to deliver effective programs.

[3] Public Sector: Group of administrative entities, institutions, and policies through which the Colombian State delivers public services to the population. It includes the Ministry of Education, Local Secretaries of Education (ETCs), public schools, and public teachers.

3.5 Target Beneficiaries

The general profile of the OFFER beneficiaries are learners in Colombia who have one or more of the following characteristics:

1) live in rural areas;
2) have diverse identity factors (gender, race, ethnicity);
3) have special needs;
4) are in crucial transition points in their education journey;
5) have been affected by internal conflict;
6) have migrated;
7) have low education performance, etc.

Since the expected results of each OFFER Pay-for-Results Challenge would be identified by the **OFFER Fund Management Team** (based on data and insight provided by the local authorities and the Ministry of Education, and confirmed by the OFFER Executive Committee), before launching each Pay-for-Results Challenge, the detailed profile and numbers of beneficiaries, both direct and indirect, would be defined at a later date for each Pay-for-Results Challenge.

4. OFFER Team Members

The Contractor must provide a team to fulfill the following positions:

1. **OFFER Director**
2. **OFFER Lead Challenge Manager**
3. **OFFER Fund Management Team**
4. **Other OFFER Local Team Members such as:**
   - i. **Performance Monitoring and Analysis**
   - ii. **Learning and Evaluation**
   - iii. **Advocacy and Policy**
   - iv. **Administrative and Financial Assistance**
   - v. **Gender Equality Analysis**

5. Tasks and Deliverables

The Contractor will provide the following:

a) Source and deploy professional, organizational and institutional resources to provide the technical assistance services required for the OFFER. The Contractor is expected to make every effort to maximize the use of Colombian resources, where qualified and available. Where Canadian or other nationalities technical experts are used, every effort must be made to ensure that skills and knowledge are transferred to build the capacity of Colombian counterparts. The Contractor is expected to review and assess the performance of contracted expertise to ensure that professional standards are met.

b) Provide short-term advisors to assist with integrating governance and environment.

5.1. Team Members - Tasks

1. **OFFER Director include, but are not limited to the following:**

Based full time in Colombia, the **OFFER Director** provides senior-level managerial services and advice on the OFFER projects and functions to the Alliance members, including the Development Section at the Embassy of Canada in Bogota and private sector partners, OFFER personnel, and other key stakeholders.

- Ensuring the overall quality and management of the OFFER Team and activities, and ensuring these services meet DFATD expectations and needs;
- Providing strategic direction and act as the primary point of contact of the Board and Governance Committees;
- Leading the process and strategy to develop and maintain national and local networks;
- Representing and advocating for the OFFER with key stakeholders, including for fundraising;
- Leading the preparation of all key OFFER documents, including procurement plans as part of the Project Implementation Plan (PIP), Annual Work Plan (AWP) and OPM (Operating Procedures Manual), as well as overseeing the OPM as it relates to implementing of OFFER results-based payment challenges and the OFFER selected projects;
- Overseeing the development of OFFER strategies including Learning and Knowledge Sharing Strategy, Advocacy Plan, Technical Assistance Plan, Resource Mobilization Plan.
- Reviewing and approving the budgets and financial reports of OFFER and OFFER selected projects;
- Leading, planning and coordinating of all Results-based payment challenges;
- Maintaining an overview of project progress, adjusting as needed and communicating issues as they arise to the OFFER Executive Committee;
- Regularly communicating with the OFFER Alliance members, including the Development Section at the Embassy of Canada in Bogota, and the OFFER private sector partners, government authorities at the Ministry of Education and local Secretaries of Education, and other relevant project stakeholders;
- Planning and coordinating procurement plan of goods and services, including the procurement of verification agent(s), learning partner, financial manager and other team members and technical specialists as required;
- Leading and ensuring good risk management of establishing and proper management of the OFFER trust fund;
- Coordinating and supporting OFFER selected projects, as required:
    - Supervising the management and quality of narrative and financial reporting;
    - Ensuring the effective management and internal monitoring of project progress and results, including dealing with project issues and problems as they arise;
    - Providing other related services, as required.

2. **OFFER Lead Challenge Manager include, but are not limited to the following:**

Based full time in Colombia and under the general supervision of the OFFER Director, the **OFFER Lead Challenge Manager** will be tasked with leading the design, development, and implementation of the Results-based Payment Challenges, including monitoring and evaluation processes.

- Leading the challenge design and definition of critical parameters;
- Leading selection and procurement process of projects, under each challenge and oversee the resulting contracts;

- Working collaboratively with verification agents, Learning Partner and other technical specialists as required;
- Acting as the main point of contact with service providers, social financiers and performance managers;
- Resolving disputes and other potential contentious issues, as appropriate;
- Supervising the Performance Analyst team or similar.

3. <u>Other OFFER team members</u>

Based full time in Colombia and under general supervision of the OFFER Director or the OFFER Lead Challenge Manager, the tasks for the other OFFER team members include, but are not limited to the following:

A. Financial Management Tasks:

a) Legally establishing and administration of a trust fund for the OFFER
b) Financial management and reporting;
c) Administration of OFFER outcome payments, invoices etc.;
d) Support to OFFER Alliance members resource mobilization efforts (e.g., preparing financial portfolio, potential returns assessment etc.);
e) Budgeting and forecasting activities;
f) Executive Board financial reporting;
g) Leading other financial or administrative activities.

B. Performance Monitoring and Analysis tasks:

- Collecting and analyzing relevant information and data for the challenges design;
- Supporting the Lead Challenge Manager in the selection, procurement, and implementation of projects under each challenge;
- Gathering and analyzing performance data from each project implemented, and contributing to outcomes data and the assessment of the cost of outcomes;
- Reviewing outcome reports from the Verification Agent;
- Monitoring regularly projects for overall performance;
- Reporting to the Challenge Committee.

C. Learning and Evaluation Tasks

- Reporting to the Systems Learning Committee;
- Collaborating with Challenge Managers, Learning Partner and the Verification Agent to consolidate learnings and evidence from the Challenges;
- Leading and executing the learning agenda and its dissemination to relevant stakeholders to strengthen the education ecosystem and market;
- Providing relevant technical assistance to learning stakeholders within OFFER.

D. Advocacy and Policy Tasks

- Leading the communications and public advocacy strategy for the OFFER;
- Researching and analyzing public policy;
- Developing and disseminating materials based on evidence built under the challenges;
- Advising the Technical Committee on Public Relations matters.

E. Gender Equality Analysis Tasks

- Carrying out gender-based and intersectional analyses to inform the design, development and implementation of Results-based payment Challenges;
- Supporting the gender-analysis capacity building of OFFER selected projects;
- Developing and implementing a Gender Equality Strategy for the OFFER.

5.2. Tasks and Deliverables per Services by Component

The Contractor will be executing both:

1) Pay-for-Results Challenges; and

2) The Complementary Strategies and Learning.

The Contractor will successfully deliver positive results on both the technical design and implementation of Pay-for-Results Challenges and the strategies to generate learning and strengthen the ecosystem.

5.2.1 Components

The **OFFER Fund Management Team**, will undertake the following tasks and deliverables on the following Components:

Component 1: Fund Financial Administration

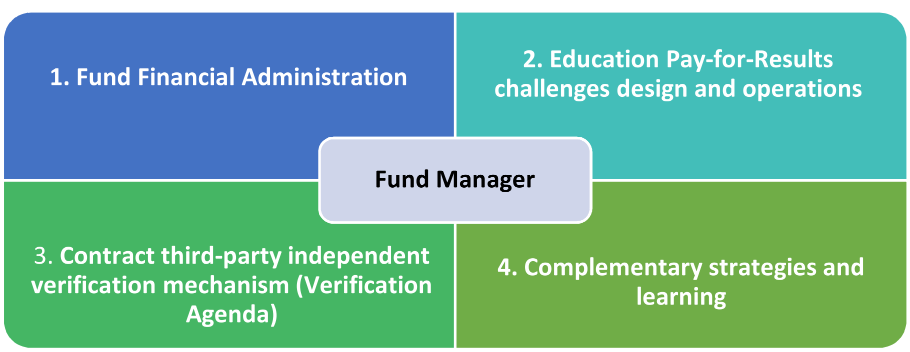
Component 2: Education Pay-for-Results Challenges Design and Operations

Component 3: Verification Mechanism and Procurement of Verification Agenda

Component 4: Complementary Strategies and Learning, including:

a. strengthening the results-based-financing ecosystem in the country;
b. generating knowledge; and
c. improving public policy and practice in Colombia's education sector.

<u>OFFER Fund Management Team Areas of Work and Components</u>



<u>Component 1: Fund Financial Administration</u>

The OFFER must enable the creation of strong incentives to deliver outcomes with target populations through better solutions and operational practices. This will require a significant transfer of risk to the executing parties. The Alliance partners do not wish service providers to bear substantial financial risk associated with outcome delivery, as they do not believe they have the financial resilience to do so. The Alliance partners instead wish to identify parties who are willing to bear this risk for the providers.

In Phase 1, it is envisaged that this risk-bearing role (Social Financier) will be played by some of the Alliance partners, whereas,

In Phase 2, the Social Financier role might include Alliance partners or be sought out in the open market.

- The funding members of the Alliance do not expect their contributions to be reimbursed. Instead, the OFFER funding members put resources into the Fund and see it used or recycled. The funding may be used to pay for outcomes achieved or to pay for the costs incurred in achieving outcomes.
- In principle, funding members of the Alliance would all like to contribute to a single fund, with decisions around deploying their funding under pay-for-results challenges being made jointly.
- The contributions from funding members do not need to be equal in size. In the short term, only alliance members will fund the OFFER and the Pay-for-Results Challenges launched under it. In the medium term, it is hoped that other organizations will contribute funds.

Component 2: Educational Pay-for-Results Challenges Design and Operations

The educational Pay-for-Results Challenges design and operations component is divided into two (2) main sections:

1) Pay-for-Results Challenge development; and
2) Pay-for-Results Challenge implementation.

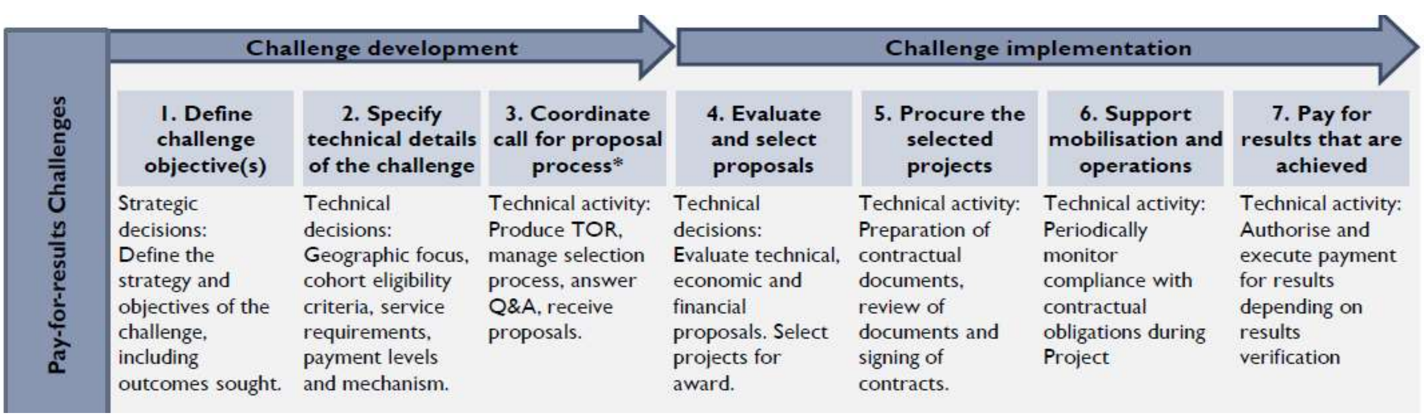
Section 1) In the Pay-for-Results Challenge **development** section, the **OFFER Fund Management Team** should:

a) Define the Pay-for-Results Challenge objective(s),
b) Specify technical details of the Pay-for-Results Challenge, and
c) Coordinate call for proposals process.

Section 2) In the Pay-for-Results Challenge **implementation** section, the **OFFER Fund Management Team** should:

a) Evaluate and select proposals,
b) Procure the selected projects,
c) Support mobilization and operations, and
d) Pay for results that are achieved.

A typical Pay-for-Results Challenge Structure



Section 1 Pay-for-Results Challenge Development

1.0 Define Pay-for-Results Challenge Objective

This entails the design and launch of the Pay-for-Results Challenges, including ideating, designing, and contracting each Pay-for-Results Challenge that the OFFER will launch. The **OFFER Fund Management Team** will finalize the objectives for each Pay-for-Results Challenge and the key terms in conjunction with the OFFER's Executive Committee. Key terms will include eligible populations, target outcomes, service requirements, payment mechanism, and payment values. The objectives will include finalizing and implementing calls for proposals; market engagement and assistance; verification mechanism; obligations of each party; and tendering, selection, and contracting of service providers.

Task	Process	Output
1.0 Define Pay-for-Results Challenge Objective		
1.1 Define Pay-for-Results Challenge Objective	**a)** Access relevant data to assess the educational needs of different populations **b)** Conduct data analysis, including gender-based analysis, to identify the needs of different populations aligned to the OFFER vision statement (ultimate outcome) and strategic objectives **c)** Assess evidence and lessons learned from previous Pay-for-Results Challenges to inform and guide the definition of the objectives **d)** To define the objective of a Pay-for-Results Challenge, the following criteria will need to be considered: • Select an issue area aligned with the OFFER vision statement and strategic objectives; • Identify the population subgroups in each region that have the largest gaps in outcomes • Select an objective aligned to the overall learning agenda **e)** Define a long list of the expected outcomes for each issue area, geographical scope and prioritised population.	**1.1.1** Set of options for the Technical Committee to decide the objective of the Pay-for-Results Challenge. **1.1.2** Each option must include issue area, long-list of potential outcomes, prioritized population and geographical scope.

2.0 Specify Technical Details of the Pay-for-Results Challenge

The design of a Pay-for-Results Challenge is not a linear process; instead, it requires iteration between all the technical elements of the design until adequate incentives are established to drive an outcome for a specific population group, and an investable proposition is arrived at.

The design of the pay-for-results challenges entails the definition of the following technical details:

Task	Process	Output
2.0 Specify Technical Details of the Pay-for-Results Challenge		
2.1 Technical Assistance[4]	**a)** The OFFER Fund Management Team assesses available information on market readiness and the skills required by service providers to address the objective of each Pay-for-Results Challenge; **b)** Based on the previous assessment, the OFFER Fund Management Team identifies gaps where technical assistance is needed and whether it must be provided at either of these stages: • Selection process (invitation to tender process) • Prior to service delivery (mobilization period) • During service delivery (implementation period) • Project completion **c)** The OFFER Fund Management Team designs a technical assistance strategy for the Pay-for-Results Challenge (this must include budget, timelines and activities); **d)** The technical assistance strategy is approved by the Learning and System Strengthening Committee; **e)** The OFFER Fund Management Team implements the technical assistance strategy (alone or collaborating with other partners).	**2.1.1** Technical assistance strategy designed for each Pay-for-Results Challenge (including budget, activities and timelines). **2.1.2** Technical assistance strategy implemented by the OFFER Fund Management Team alone or in collaboration with other partners.

[4] In relation to 8.0 Building the Ecosystem, and 8.1 Technical Assistance Plan, this task will seek to strengthen the capacity of potential service providers and other key actors in the ecosystem, to submit informed bids for Results-based payment challenges and implement projects.

Task	Process	Output
2.2 Source of Funds and Contract Mechanism *(beginning in Phase 2)*	**a)** Define whether the OFFER will engage new outcome payers beyond the initial Alliance Partners. If engaging new funders, define whether the Alliance Partners or the OFFER Fund Management Team will raise funds, who must be targeted, and the magnitude of funds required. (Beginning in Phase 2) **b)** Define the contractual mechanism between the OFFER and the new funders (if needed). **c)** Calculate the full cost of the Pay-for-Results Challenge, ensuring that it does not exceed the capital/outcome funding available.	**2.2.1** Short-list of potential new outcome funders to approach **2.2.2** Fundraising plan, detailing roles and responsibilities of Alliance members and OFFER Fund Management Team **2.2.3** Legal agreement between the OFFER Manager and the new outcome funders. **2.2.4** Financial plan for cost of the Pay-for-Results Challenge
2.3 Eligibility and Exclusion Criteria	**a)** Based on data analysis of the population, define a set of conditions that enables the participants to engage in the intervention (e.g., age, gender, among others). **b)** Based on data analysis of the population, identify conditions to prioritize under-represented groups or exclude over-represented or already well-served subgroups (only if necessary). **c)** Define the participant's referral pathway that will be used in the initiative. This refers to the procedure of how participants will be identified, reached and referred to the services, and who will be responsible for ensuring that target volumes are achieved.	**2.3.1** List of eligibility conditions (including geographical scope). **2.3.2** List of exclusion conditions. **2.3.3** Referral pathway defined.
2.4 Minimum Service Requirements	**a)** Assess the evidence of existing interventions. **b)** Define whether the Pay-for-Results Challenge must focus on innovation to identify the most effective interventions to achieve the outcomes for the population, on replicating an effective populations, or on 'scaling up' a fully evidenced intervention model.[5] **c)** Define the theory of change and the minimum service requirements to achieve outcomes (the focus of the Pay-for-Results Challenge will dictate the degree of flexibility offered to service providers). **d)** Identify undesirable behaviours.	**2.4.1** Illustrative Theory of Change **2.4.2** Minimum service requirements for the intervention. **2.4.3** Forbidden Practices.

[5] For the initial Pay-for-Results Challenges, it is recommended to focus on 'replicating' interventions, in order to focus more broadly on testing the OFFER model in the beginning. This is explained further in ANNEX A-2 Technical Guide 2022-P-002843-7440102 Provided upon request to the Contracting Authority only.

Task	Process	Output
2.5 Metrics	**a)** The OFFER Fund Management Team creates a shortlist of metrics for the Pay-for-Results Challenge under design, based on the data and qualitative analysis conducted on the needs of the target population and the outcomes prioritized by the Alliance partners during this stage of design.[6] **b)** The OFFER Fund Management Team uses the framework to assess each metric based on four criteria • Complexity to measure the metric • Risks or perverse incentives introduced by using this metric • Long-term implications of the metric • Programme alignment of the metric **c)** Based on the assessment, the OFFER Fund Management Team defines the final payment metrics for the Pay-for-Results Challenge. Key performance and learning metrics must also be defined at this stage.	**2.5.1** Final set of recommended metrics for the Pay-for-Results Challenge, to include: • Payment metrics • Performance metrics • Learning metrics
2.6 Payment Scheme	Defining the payment mechanism entails agreeing on the total available funding, funding for each outcome, targets and price per outcome, and how funding will be disbursed (e.g. by percentage or per block of results), baseline data status, and other details of the payment structure. **a)** Set the maximum outcome funding 'envelope' available for the Pay-for-Results Challenge. **b)** Define the type of payment mechanisms to be used: individual tariff model vs. cohort-based model[7]. **c)** Define the payment scheme 'principles' • Principles that will guide the proportion of outcomes funding allocated to each metric (the 'weights') • Whether caps, floors, and other conditions for payments are required • Whether to cap internal return rate (IRR). **d)** Develop and iterate financial model to estimate the price per outcome or level of outcomes. **e)** Iterate and refine steps c & d to optimize the Pay-for-Results Challenge payment scheme for target outcomes.	**2.6.1** Maximum outcomes funding ring-fenced for the Pay-for-Results Challenge **2.6.2** Agreement on payment mechanism, including: • Target metrics • Weighting/allocation of funding per outcome • Payment structure • Targets for each payment metric to trigger payment **2.6.3** Set price per outcome **2.6.4** Cap to the internal return rate (IRR)..

[6] See ANNEX A-2 Technical Guide 2022-P-002843-7440102 Provided upon request to the Contracting Authority only, for the long-list of metrics that the Alliance Partners have prioritized for the first set of Pay-for-Results Challenges launched under the OFFER. The OFFER Manager will use this long list as a starting point for the final set of metrics for any one Pay-for-Results Challenge.
[7] See ANNEX A-2 Technical Guide 2022-P-002843-7440102 Provided upon request to the Contracting Authority only, for further information on tariff vs cohort models.

Task	Process	Output
2.7 Technical Details – Verification Mechanisms[8]	The mechanism through which the attainment of outcomes will be assessed. This analysis specifically focuses on how independent verification will be conducted in practice, how often, by whom, and at what cost, among others. This will also include an initial assessment of the baseline data by either the OFFER Fund Management Team, relevant government authority, the Service Provider, or the Verification Agent. **a)** Identify if the eligibility and exclusion criteria, outcome metrics and minimum service requirements (optional) can be verified using the existing data systems/sources or if new data needs to be gathered. **b)** Define any new data needs, including key data fields, new sources, and required accesses for data collection. **c)** Draft the verification process, including inputs, outputs, roles, responsibilities and expected timelines. **d)** Socialize the verification process with all the parties involved in the pay-for-results project to build trust and legitimacy around the verification mechanism.	**2.7.1** Data sources for verification identified **2.7.2** Verification process drafted, including timelines for verification **2.7.3** Roles and responsibilities defined for different parties involved in the verification process. **2.7.4** Legal agreements drafted between the parties to allow access to public information.
2.8 Verify the Cost of the Pay-for-Results Challenge, and adapt if necessary	**a)** The OFFER Fund Management Team needs to provision the full maximum cost of the Pay-for-Results Challenge to ensure sufficient funds are available in the OFFER trust fund to cover all possible costs (e.g. all contracted service providers achieve the maximum (capped) level of results, including all costs for verification, TA provision, contract administration, etc.). **b)** If insufficient funds are available, the Pay-for-Results Challenge needs to be adapted (e.g. fewer possible service providers, different cost structure, less beneficiaries, lower cap, etc.)	**2.8.1** Budget and financial plan for the Pay-for-Results Challenge that ensures sufficient funds

[8] The Role of an independent verification agency: 1) designing a verification mechanism is an essential part of pay-for-results project, as it guarantees to all the stakeholders that payments will be made only after the outcomes for the targeted population are objectively and rigorously measured. 2) Having an independent verification agency that leads the design of this process and is responsible for implementing the verification protocols is often needed. This agency is involved from the outset in the design of the verification process, inputs, outputs, responsibilities and timelines. 3) This independent agency provides reassurance to all stakeholders about the accuracy of the outcomes measurement.

3.0 Coordinate Call for Proposals / Pay-for-Results Challenges

Task	Process	Output
3.0 Coordinate Call for Proposals / Pay-for-Results Challenges		
3.1 Coordinate Call for Proposals / Pay-for-Results Challenges	**a)** Given the Pay-for-Results Challenge objectives and Pay-for-Results Challenge technical design, the OFFER Fund Management Team defines: • Selection process • Eligibility of implementing organizations • Responsibilities of implementing organizations • Guidance on the content required for proposals from bidding organizations • Evaluation criteria to select providers • Technical assistance required by bidding organizations. **b)** The OFFER Fund Management Team drafts the Terms of Reference to open the selection process, as well as any other supporting materials and tools.	**3.1.1** Terms of Reference published to select the implementing organizations. **3.1.2** Technical assistance materials and tools prepared.

As the OFFER Management Team coordinates call for proposals to select the implementing organizations for different Pay-for-Results Challenges, the following recommendations should be taken into consideration:

a) A key factor for all the partners is to guarantee that the most suitable implementing partner is selected regardless of its nature (e.g., not-for-profit vs. for-profit or national vs. international). This entails designing a procurement process that guarantees that the different types of organizations are assessed objectively and under fair conditions.

b) Alliance Partners understand the potential of empowering and strengthening local organizations. Therefore, the **OFFER Fund Management Team** could consider giving additional scoring to these types of implementing Organization's selection process if it is coherent with the Pay-for-Results Challenge objectives and technical design.

c) The **OFFER Fund Management Team** must verify that the selected implementing organizations comply with all the ethical and legal requirements demanded by Alliance Partners, such as the anti-terrorism clauses, environmental, social, and governance considerations, prohibition of illegal activities, funding sources justification, among others.

d) The **OFFER Fund Management Team** could engage with organizations or advisors with solid ethical and compliance practices to design the procurement processes using the best practices in these areas.

Section 2 Pay-for-Results Challenge Implementation

4.0 Evaluate and Select Proposals

Once Pay-for-Results Challenges have been launched, each initiative will need to be monitored and supported. This includes:

1) Monitoring of initiative progress and performance against agreed targets and outcomes.
2) Contract oversight,
3) Administration of outcome payments, with support from the independent verification agent, and
4) Technical assistance (if applicable) for the selected initiative.

Task	Process	Output
4.0 Evaluate and Select Proposals		
4.1 Evaluate and Select Proposals	The OFFER Fund Management Team coordinates the evaluation of the proposals presented by the bidding organizations, taking into consideration the list noted in Buy and Sell Tender Notice - Request for Proposal (RFP) Attachment ANNEX A-2 Technical Guide 2022-P-002843-7440102 **a)** The OFFER Fund Management Team communicates the results of the evaluation process to the Pay-for-Results Challenge Committee and receives approval to award initiatives. **b)** The OFFER Fund Management Team communicates the results of the evaluation process to the bidding organizations and initiatives proceed to contract negotiation.	**4.1.1** Pay-by-results initiatives evaluated for the OFFER Management Team and due diligence by social financier. **4.1.2** Pay-by-results initiatives selected and approved by the OFFER Pay-for-Results Challenge Committee **4.1.3** Bidding organizations are informed of the outcome and provided feedback as appropriate.
4.2 Contract the Selected Initiatives	Once the OFFER has selected an initiative, contracting can begin. The OFFER Fund Management Team, service provider, and social financier will need to undertake a series of steps. An agreement between the Alliance social financiers (or external investors in due course) and the service providers will need to be developed and signed. This will include a schedule for funding disbursement, use of funding reporting and governance procedures, and performance management. Once contract signature has taken place, mobilization activities can begin (examples might include setting performance management and management systems). **a)** The OFFER Fund Management Team drafts the contract to send to the service provide, using the legal template and technical and financial information of the bids.	**4.2.1** Contracts signed between the OFFER Fund Management Team and the service provider. **4.2.2** Contracts signed between the social financier and the service provider.

Task	Process	Output
	b) Technical details of the contract are finalized (e.g. the OFFER Fund Management Team defines the reporting mechanism between the service provider and the OFFER). **c)** The OFFER Fund Management Team verifies that all service providers meet the legal obligations of the agreement before starting the operations (e.g., insurance policies, bank accounts). **d)** Sign the contracts between the Service Provider and Social Financier **e)** Sign the contracts between the OFFER Fund Management Team and the Verification Agent. **f)** The OFFER Fund Management Team and the service provider sign the contract.	
4.3 Support to Project Mobilization and Operation	**<u>Mobilization</u>** **a)** *Finance*: The service provider will receive upfront capital as established in the contract/agreement with the Social Financier. • Service providers and Social Financiers agree on the upfront capital required to mobilize the initiative's operations (this entails defining the conditions under which the service providers will receive the capital, the amount, and the disbursement dates, among others). **b)** *Operations*: Project recruitment begins (if necessary), data and reporting systems are setup. • Service providers recruit the technical, operational, and administrative teams for the initiative. • Service providers define the internal reporting mechanisms and performance management tools and protocols. **c)** *Administration*: All ancillary contracts are finalized: verification and evaluation contracts, data information sharing etc. • Sign the legal agreements to share information between different parties for verification and evaluation plans (this possibly involves the Ministry of Education and Local Secretaries of Education) • Define the data protection protocol and participants' data authorization templates • Service providers secure insurance policies.	**<u>Mobilization</u>** **4.3.1** Technical assistance provided by the OFFER Fund Management Team (if needed). **4.3.2** Legal obligations of the implementing organizations are completed and compliant.

Task	Process	Output
	<u>Operation</u> **a)** The OFFER Fund Management Team and social financier(s) monitor the initiatives overall implementation and oversee that service providers comply with all the obligations under the agreement with the OFFER. **b)** The OFFER Fund Management Team will develop all Complementary Strategies and Learning in parallel to the initiative's implementation. **c)** The OFFER Fund Management Team reports key information on the progress of the initiatives to the Pay-for-Results Challenge Committee and Technical Committee.	**<u>Operations</u>** **4.3.3** Progress reports from the OFFER Fund Management Team to the Pay-for-Results Challenge Committee and Technical Committee.
4.4 Pay for Results that are Achieved	**a)** The independent Verification Agent gathers or receives information to assess if the service providers have implemented the intervention according to the minimum service requirements. **b)** The independent Verification Agent gathers information to assess if the service providers have achieved the expected outcomes. **c)** The independent verification agency recommends to the OFFER Fund Management Team the level of outcome achievement, and the associated outcome price to be paid to the service provider or social financier (depending on the contract structure) for the achieved results. **d)** The OFFER Fund Management Team pays for the achieved results.	**4.4.1** Report of the Independent Party Verification Agent **4.4.2** Report and outcomes are approved by the Pay-for-Results Challenge Committee **4.4.3** Outcome payments disbursed from the OFFER Fund Management Team to the implementing partner (or social financier based on the contract structure) for the achieved results.

Component 3: Verification Mechanism and Contracting Verification Agent

5.0 Verification Mechanism Design

The implementation of results-based financing projects will require the design and implementation of a verification mechanism.

Considering the scope could change across multiple Pay-for-Results Challenges, the **OFFER Fund Management Team** will contract and work with one independent verification agent for **Phase 1**, with the plan to adjust the verification process based on the experience from **Phase 1**, in **Phase 2** to work with one or several verification agents (or establishing standing offers), selecting the most appropriate organization for each Pay-for-Results Challenge launched.

For **Phase 2**, the **OFFER Fund Management Team** could establish a pool of prequalified verification agents through an open procurement process based on pre-qualification criteria. As each Pay-for-Results Challenge or initiative is defined, the OFFER Fund Management Team could seek bids from this pool of prequalified organizations and select the most appropriate verification agent for each specific Pay-for-Results Challenge. This scheme enables the OFFER to take a more flexible approach to the verification agenda in each Pay-for-Results Challenge.

Task	Process	Output
5.0 Verification Mechanism Design		
5.1 Design the Verification Mechanism	**a)** Identify administrative data sources to be used as part of the verification mechanism. **b)** If needed, design the tools and protocols to collect additional data. Data could be either collected by the service providers (e.g., programmatic data) or by the verification agent (specific roles and responsibilities will be defined as part of the design of the verification mechanism). **c)** Work collaboratively with the OFFER Management Team (e.g., Pay-for-Results Challenge Manager) to design the process to verify the populating inclusion criteria (e.g., who is being served by the Project), minimum service requirements (e.g., how the Project is being implemented), and outcomes for each Pay-for-Results Challenge (e.g., whether the Project achieved its predefined outcomes). **d)** Receive and incorporate feedback from the service providers to improve the verification mechanism and keep all parties informed throughout the design. **e)** Sign data agreements with public entities to access and analyse administrative data.	**5.1.1** Data Collection Plan **5.1.2** Plan for Verification Mechanism

Task	Process	Output
5.2 Implementation of Verification Mechanism	**a)** Verifying the eligibility criteria of the target population using administrative data or collected data (this could include verifying criteria such as gender, age, poverty level, displacement status, among others).	

6.0 Procurement Process for Verification Agents

Task	Process	Output
6.0 Procurement Process for Verification Agents		
6.1 Procure Independent Verification Agent *(For Phase 1)*	**a)** The OFFER Fund Management Team procures an Independent Verification Agent to provide verification services for all Pay-for-Results Challenges in Phase 1, ensuring governance structure which maintains independence of Verification Agent	**6.1.1** Contractual agreement between the OFFER Fund Management Team and a Verification Agent for the duration of Phase 1 of the contract. **6.1.2** Pay-for-Results Challenge specific verification agenda needs
6.2 Coordinate Call for Expressions of Interest (EoI)[9] *Beginning in Phase 2)*	**a)** The OFFER Fund Management Team opens a Call for Expressions of Interest (EoI) to pre-qualify a group of Verification/Learning Agents. **b)** Based on a structured application process, the OFFER Fund Management Team would assess applications from organizations that would include: • Information on organizational capacity/experience • Description of prior relevant projects • Description of key staff (CVs) • Estimated costs (e.g., personnel costs) • High level verification agenda implementation proposal. **c)** The OFFER Fund Management Team selects organizations based on the assessment of pre-qualification criteria.	**6.2.1** Pool of pre-qualified organizations to form the Verification Agents Roster.

[9] This one-time process is to be undertaken at the outset of Phase 1 of the OFFER.

Task	Process	Output
6.3 Coordinate Request for Proposals/quotations for Pay-for-Results Challenge specific Verification Agent	**a)** For each Pay-for-Results Challenge, the OFFER Fund Management Team launches a Request for Proposals/Quotations from the pool of pre-qualified Verification Agents.	**6.3.1** Contract with Verification Agent for a specific Pay-for-Results Challenge
6.4 Gather Data and Support Knowledge Sharing	**a)** The OFFER Fund Management Team selects the verification agent for a specific Pay-for-Results Challenge. **b)** The verification agent analyses administrative data from the Ministry of Education or Local Secretaries of Education. **c)** The verification agent, alone or in collaboration with service providers, collects additional information required. **d)** The verification agent conducts the evaluation required for a specific Pay-for-Results Challenge and creates the ensuing materials and documents. **e)** Based on the previous data gathering and analysis, the OFFER Fund Management Team may also produce additional materials, documents and tools. **f)** The OFFER Fund Management Team and OFFER Learning Partner disseminate the evidence, knowledge and lessons learned.	**6.4.1** Pay-for-Results Challenge evaluation materials produced (documents, presentations, tools). **6.4.2** Pay-for-Results Challenge knowledge, evidence and lessons learned shared with OFFER Fund Management Team and OFFER Learning Partner to disseminate with the education ecosystem.

Component 4: Complementary Strategies and Learning.

7.0 Complementary Strategies and Learning Agenda

An explicit objective of the OFFER is to execute strategies that promote continuous learning and the strengthening of the education system. In the Complementary Strategies and Learning component, **OFFER Fund Management Team** functions will therefore include analysis across all initiatives and Pay-for-Results Challenges to distil lessons and broader learning and disseminate them to key actors (e.g., service providers, Government, policy research institutions). This should entail the following, albeit not limited to:

Task	Process	Output
7.0 Complementary Strategies and Learning Agenda		
7.1 Detailing Learning Agenda	**a)** OFFER Fund Management Team develops draft strategic plan for learning and knowledge sharing with the aim of: • building capacity of the education ecosystem • Sharing knowledge with wider ecosystem to advocate for the uptake of results-based financing programming • Sharing knowledge with key stakeholders to improve public policy and practice	**7.1.1** Draft strategic plan for learning and knowledge sharing
7.2 Procure Learning Partner[10]	**a)** The OFFER Fund Management Team conducts a competitive process to procure a Learning Partner for the duration of the contract. **b)** Once contracted, the OFFER Fund Management Team and the Learning Partner will work together to: • Confirm the overarching learning and dissemination strategy for the OFFER and ensure consistency across all Pay-for-Results Challenges. **c)** For each Pay-for-Results Challenge, the OFFER Fund Management Team and Learning Partner will: • Define the specific learning agenda for each Pay-for-Results Challenge • Identify the verification and learning agenda needs • Provide continuous feedback on the Verification Agent's work.	**7.2.1** Contractual agreement between the OFFER Fund Management Team and a Learning Partner for the duration of the contract. **7.2.2** Learning and Dissemination Strategy **7.2.3** Pay-for-Results Challenge specific learning agenda including verification and learning agenda needs

[10] See ANNEX A-2 Technical Guide 2022-P-002843-7440102 provided upon request to the Contracting Authority only, for indicative terms of reference for Learning Partner.

Task	Process	Output
7.3 Define the Learning Agenda	**a)** The OFFER Fund Management Team works collaboratively with the OFFER Learning Partner to define a learning agenda that includes: • Key research questions • Types of data to be collected • Mechanism to monitor projects and collect data • Types of evaluation methods • Implementation plan over time, including key activities, timelines and responsibilities. **b)** The OFFER Fund Management Team and Learning Partner refine the learning agenda based on the Learning and System Strengthening Committee feedback. The Technical Committee approves the learning agenda. **c)** The OFFER Fund Management Team, Learning Partner and pool of verification agents sign legal agreements to share information with the Ministry of Education or Local Secretaries of Education.	**7.3.1** Broad learning agenda define at the outset of the fund. **7.3.2** Detailed learning agenda(s) for each specific Pay-for-Results Challenge, defined at its outset. **7.3.3** Legal agreements to exchange information signed between the Learning Partner, pool of verification agents, Ministry of Education and/or Local Secretaries of Education.
7.4 Gather Learning and Knowledge	**a)** Based on the previous data gathering and analysis completed by the verification agent, the OFFER Fund Management Team and Learning Partner will produce additional materials, documents and tools. **b)** The OFFER Fund Management Team and Learning Partner disseminate the evidence, knowledge and lessons learned.	**7.4.1** Pay-for-Results Challenge learning agenda implemented. **7.4.2** Pay-for-Results Challenge evaluation materials produced (documents, presentations, tools, videos, among others). **7.4.3** Pay-for-Results Challenge knowledge, evidence and lessons learned disseminated with the education ecosystem.

8.0 Strengthen the Ecosystem

As a critical complementary strategy, the OFFER seeks to build a market of providers, funders and policy makers that understand and take an outcome-based approach to services. This includes activities of capacity-building for all actors in the Colombian education ecosystem. This includes: (i) Providing technical assistance support for project actors; and (ii) developing performance management toolkits and other training materials for the market.

Task	Process	Output
8.0 Strengthen the Ecosystem		
8.1 Technical Assistance for Project Actors	With the aim of building the capacity of ecosystem stakeholders (e.g., services providers, funders, policy makers) to understand and adopt outcome-based approaches, the OFFER Manager will work in collaboration with the Learning Partner, and should develop a Technical Assistance Plan that will include: **a)** The OFFER Manager assessment of available information on market readiness and the skills required by service providers to address the objectives of each pay-for-results challenge. **b)** Based on the previous assessment, the OFFER Manager will identify gaps where technical assistance is needed and whether it should be provided at either of these stages: 1. Selection Process (invitation to tender process) 2. Prior to Service Delivery (mobilization period) 3. During Service Delivery (implementation period) 4. Project completion **c)** The OFFER Manager designs a technical assistance strategy for the challenge (this should include budget, timelines and activities) **d)** The technical assistance strategy is approved by the Learning and System Strengthening Committee **e)** The OFFER Manager implements the technical assistance strategy alone, or collaborating with other partners. Examples of areas of focus: • Strengthen capacity of service providers to submit informed bids for Pay-for-Results Challenges • Forge strong public-private partnerships to achieve better results in the education sector	**8.1.1** Technical Assistance Strategy designed for each Pay-for-Results Challenge (including budget, activities and timelines). **8.1.2** Technical assistance strategy implemented by the OFFER Manager, alone or in collaboration with other partners.

Task	Process	Output
	• Promote the adoption, in any initiative that seeks to finance, deliver or evaluate education services, of approaches that facilitate the analysis of experiences and needs based on different identity factors	
8.2 Development of Performance Management Toolkits and training materials for market	Drawing on tools and training developed in 8.1 above, the OFFER Manager will develop a repository of toolkits that will be publicly available to ecosystem stakeholders.	**8.2.1** OFFER Toolkit
8.3 Improving Public Policy and Practice	The OFFER seeks to learn about the best practices of results-based financing that could be incorporated in public policy to improve educational outcomes. Such practices involve, for example, improving the government performance management tools, data analysis, verification mechanisms, budgeting, among others. The OFFER Fund Management Team should continue the engagement with the Ministry of Education and Local Secretaries of Education to share learnings and support their incorporation into practice beyond the OFFER's programmes and developing data infrastructure/repositories that can be leveraged across projects to track and improve performance against outcomes and support learning across the ecosystem. Examples of areas of focus: • Adoption of education programming solutions that have been generated by OFFER Pay-for-Results Challenges • Encourage Ministry of Education and Local Secretaries of Education to adopt the best practices of payment by results schemes in their programmes. • Encourage the Ministry of Education to include pay-for-results schemes or thematic learning as part of their public policy.	**8.3.1** Document of best practices and lessons learned of results-based financing developed and disseminated

5.3. Project Management

The Contractor will be the overall manager, administrator and coordinator, bringing together the various resources required to execute the project. The Contractor will be responsible for carrying out activities required for the financial and operational administration of the project.

The Contractor must:

- Establish and manage one (1) support office in Colombia in which the project operates to assist with day-to-day project administration, communication, monitoring and logistical needs. The support office will be kept to a minimum in terms of staff and size in order to not create parallel structures to government. The role of the office is to facilitate the implementation of project activities, acting as contact points/hubs for the coordination of activities that will be delivered;
- Identify and subcontract a variety of technical experts to deliver activities such as:
    - development and implementation of a gender equality strategy,
    - development and implementation of a Learning and Knowledge Sharing Strategy, and
    - independent evaluation of all Pay-for-Results Challenges to verify results and determine outcome payments;
- any additional expertise required during phase 1 (e.g. technical support for the Pay-for-Results Challenges);
- Define and oversee the roles and responsibilities of individuals or firms sub-contracted for any aspect of project work;
- Administer and oversee project-funded initiatives;
- Develop a network of Colombian, regional and international resources, specializing in education, results-based financing, and outcome funds;
- Liaise and share knowledge with local and national stakeholders and furthering donor coordination efforts and harmonization by consulting and sharing information with other DFATD and private partners' projects, as well as with other donors working in related sectors;
- Integrate gender equality, governance and environment into all aspects of the project as cross-cutting issues;
- Provide financial services including administration, disbursement, monitoring and control of DFATD funds. The Contractor must develop and maintain functional and effective systems for the management and control of project expenses and disbursements. The Contractor must maintain records of expenses and disbursements;
- Monitor the project using the approved Project Implementation Plan (PIP) and report to DFATD; and
- Produce the reports as specified in Deliverables section.

5.4. Project Implementation

5.4.1 Inception Phase

The Contractor must:

- Refine the design of the project and produce a Project Implementation Plan (PIP), and indicative five-year budget and a work plan. The resulting design must demonstrate clearly that the anticipated outcomes are achievable and feasible, and that clear monitoring of progress towards achieving them can be done in a cost-effective manner. A full analysis of assumptions and risks together with mitigation strategies is expected during the inception phase.
- Set up a Trust Fund for the OFFER financial flows, which will be initially resourced by Alliance members and DFATD (for Phase 1) and cover primarily outcome payments, but also some risk-capital for service providers (**see ANNEX A-2 Technical Guide 2022-P-002843-7440102 Provided upon request to the Contracting Authority only. for Funding Flows)**. This could be done by contracting a Fund Financial Administrator.
- Identify and implement capacity-building plan during ramp-up phase, to ensure OFFER Management Team receives technical training on results-based financing to facilitate the strategic, technical and operational work.

5.5. Deliverables

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
1	Project Implementation Plan	The Contractor must submit, for review and approval, a detailed Project Implementation Plan covering the duration of the contract, in alignment with the information received from DFATD, and include the following elements: a) Project plan for each of four components: • Trust fund administration; • Pay-for-Results Challenge design and implementation; • Procurement for verification; • Overview of Complementary Strategies and Learning Plans including aspects of coherence. b) Theory of Change c) Outcome-based Schedule d) Gender Equality Strategy;	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 60 days following contract signature Final version within 60 days following the launch of the first Results-based payment challenge	Once at the beginning of the contract as a draft to inform the first Results-based payment Challenge. The final to be submitted following the launch of the first Results-based payment Challenge.

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
		e) Project Management and Governance; f) Procurement Strategy; g) Deliverables; h) Detailed budget, and summary budget for the contract broken down by year; i) Risk Registry; j) Security plan; k) Monitoring and Evaluation Plan; l) Performance Measurement Plan.			
2	Operating Procedures Manual (OPM) – Results-based-payment Challenges	The Contractor must develop an OPM that describes the OFFER Results-based-payment Challenges policies and operating procedures, sets minimum compliance expectations and serves as a guide for OFFER personnel. It must include, but not be limited to: a) Description of the Results-Based-Payment Challenge, or call for proposals, process, including the due diligence process to verify recipients financial and organizational capacity; b) Contribution agreement and contract template; c) Decision-making matrix; d) Roles and responsibilities within the OFFER; e) Integration of relevant technical specialists (particularly GE expertise) in the review, identification and oversight of the selected organizations; f) Process for building local organizations capacity; g) Process for network and alliance building; h) Eligible organizations; i) Project eligibility criteria; j) Financial and administrative guidelines; k) Reporting and monitoring;	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 60 days following contract signature Final version within 60 days following the launch of the first Results-based payment challenge	First submission at the beginning of the contract, updated annually at the same time as the AWP.

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
		l) Knowledge sharing processes and feedback for subsequent Challenges; m) Documentation and records. Annexes: Applicable forms (for example, proposal application form, proposal assessment sheet, project approval document; contractual agreement; agreement tracking sheets; visibility and recognition planning form for local partners) and reporting templates.			
3	Learning and Knowledge Sharing Strategy and Plan	The Contractor must submit, for review and approval, a detailed Learning and Knowledge Sharing Strategy and Plan covering the duration of the contract, in alignment with the information received from DFATD, and include the following elements: a) Ecosystem Analysis; b) Objectives and Theory of Change; c) Methodology; d) Gender Equality Strategy; e) Project Management including roles and responsibilities; f) Deliverables; g) Procurement Plan; h) Risk Registry; i) Budget.	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 150days following contract signature Final version within 60days following the submission of the draft.	Once at the beginning of the contract
4	Advocacy Plan	The Contractor must submit, for review and approval, a detailed Advocacy Plan covering the duration of the contract, in alignment with the information received from DFATD, and include the following elements: a) Ecosystem Analysis and stakeholder mapping; b) Strategic objectives and key messaging; c) Advocacy Plan and Strategy components;	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 45 days following the beginning of the second year of the contract	Once at the beginning of the second year of the contract

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
		d) Communications Plan e) Project management; f) Deliverables; g) Procurement plan for products; h) Budget; i) Monitoring and Evaluation.		Final version within 75 days following the beginning of the second year of the contract	
5	Technical Assistance Plan	The Contractor must submit, for review and approval, a detailed Technical Assistance Plan covering the duration of the contract, in alignment with the information received from DFATD, and include the following elements: a) Ecosystem Analysis and stakeholder mapping; b) Strategic objectives; c) Technical Assistance components; d) Project Management including roles and responsibilities; e) Deliverables; f) Procurement plan for products; g) Risk Registry; h) Budget; i) Monitoring and Evaluation.	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 60 days following contract signature. Final version within 90 days following contract signature.	Once at the beginning of the contract, updated annually at the same time as the AWP.
6	Resource Mobilization Plan	The Contractor must submit, for review and approval, a detailed Resource Mobilization Plan covering the duration of the contract, in alignment with the information received from DFATD, and include the following elements: a) Ecosystem Analysis and stakeholder mapping b) Strategic Objectives; c) Resource Mobilization Strategy; d) Project Management including roles and responsibilities;	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 45 days following the beginning of the second year of the contract. Final version within 75 days following submission of the draft	Once at the beginning of year two of the contract

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
		e) Deliverables; f) Procurement plan for products; g) Risk Registry; h) Budget; i) Monitoring and Evaluation.			
7	Annual Work plan	a) The Contractor must submit, for review and approval, a detailed Work Plan covering the duration of the contract year, in alignment with the information received from DFATD, and include the following elements: b) Project plan for each of four components: • Trust fund administration; • Pay-for-Results Challenge design and implementation; • Procurement for verification and learning agenda; • Development and implementation of Learning and Knowledge Sharing Strategies c) Theory of Change; d) Outcome-based Schedule; e) Gender Equality Strategy; f) Project Management and Governance; g) Adjusted Procurement Strategy; h) Deliverables; i) Detailed budget, and summary budget for the contract broken down by year; j) Risk Registry, including the definition of the risks and mitigation strategies; k) Travel plan; l) Security plan; m) Performance Measurement Plan	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 45 days following the beginning of the contract year. Final version within 75 days following the beginning of the contract year.	Annually

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
8	Financial Plan and Report	As part of the Annual Work Plan, the Contractor must submit, for review and approval, a detailed financial report covering the duration of the contract per year. The Contractor must conduct debrief session(s) with the Executive Board and Technical Committee to present annual financial report. The report must include the following elements: a) Trust Fund Account annual overview (deposits, withdrawals, interest accrued etc.); b) Report on Project Budget of previous year, with narrative explanation of variances; c) Budget and Financial Plan for following year against planned Pay-for-Results Challenges and Verifications; d) Forecasts for new funding; e) Plan to mobilize/access new funders.	Spanish (for the Draft version) Spanish and English or Spanish and French (for the Final version)	Draft version within 45 days following the beginning of the contract year Final version within 75 days following the beginning of the contract year	Annually
9	Results-based Payment Challenge Report	At the end of each Results-based Payment Challenge, the Contractor must submit a final report. The Contractor must include the following information in the report: a) Executive Summary; b) Objectives and vision of the Challenge; c) Financial Structure and Funding Partners; d) Monitoring and Performance Analysis; e) Verification process and summary report of outcomes; f) Stakeholder engagement; g) Lessons learned and recommendations	Spanish and English, or Spanish and French	45 days following the end of a Results-based Challenge	Periodically following the completion of a Results-based Challenge

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
10	Annual Narrative Progress Report	The annual narrative progress report summarizes project activities and progress towards expected outcomes. It must include but not be limited to: a) Executive Summary; b) Results-based payment Challenges activities and results; c) Complementary Strategies and Learning activities and results; d) Monitoring and Evaluation activities; e) Problems and difficulties encountered, and remedial actions taken or to be taken and results; f) Management issues and results, including work of Governance Committees; g) Comments on risk assessment and updated risk management strategy, if appropriate; h) Any other important issues affecting progress of the OFFER; i) Lessons learned and recommendations j) Annexes	Spanish and English or Spanish and French	45 days following the beginning of the contract year	Annually
11	Verification Report(s)	The Contractor must submit a Verification Report, detailing work completed by Independent Verification Agent for one or more Pay-for-Results Challenges, as relevant. To that end, the Contractor must conduct a debrief validation session(s), with the Executive Board and Technical Committee to share their preliminary results and data of the surveys and explain their correlation (or not) with the results. The Contractor must include the following information in the final version of the Verification Report: a) Data collected for each indicator; b) Analysis of the achievement of each Outcome, per performance indicator; c) Results achieved by each indicator;	Preliminary Verification Report: Spanish	Preliminary Verification Report: 45 days following the beginning of the second work plan year, and 75 days for the following years.	Annually

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
		d) Recommendation for payment; e) Relevant lessons learned; f) Recommendations for the next annual verification.			
12	**Phase 1** **Final Report**	The Contractor must submit a Final Report and include information on the following: a) Summary of each of four completed components: • Financial fund administration; • Pay-for-Results Challenge design and implementation • Procurement of Verification Agent; • Development and Implementation of Complementary Strategies and Learning; b) Gender Equality Strategy Implementation and Results; c) Project Management and Governance; d) Financial report with explanation of variances; e) Risk Registry Review and lessons learned of mitigation strategies; f) Drawing on Phase 1 evaluation, overall conclusions and recommendations for Phase 2, including in relation to: • Overall performance of the OFFER mechanism; • Ability to influence policy environment (adopting solutions and adopting pay-for-results approach); • Results of TA and evolution of the ecosystem • Outcomes of initiatives.	Spanish and English, or Spanish and French	45 days before the end of Phase 1 (end of year 3 of contract)	Once at the end of the Phase 1

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
13	**Phase 2** **Final Report**	The Contractor must submit a Final Report and include information on the following: a) Summary of each of four completed components: • Financial fund administration • Pay-for-Results Challenge design and implementation • Procurement of Verification Agent • Development and implementation of Complementary Strategies and Learning b) Gender Equality Strategy Implementation and Results; c) Project Management and Governance; d) Financial report with explanation of variances; e) Risk Registry Review and lessons learned of mitigation strategies; f) Overall conclusions and recommendations, including in relation to: • Overall performance of the OFFER mechanism • Ability to influence policy environment (adopting solutions and adopting pay-for-results approach) • Results of TA and evolution of the ecosystem • Outcomes of initiatives	Spanish and English, or Spanish and French	45 days before the end of the contract (end of Phase 2)	Once at the end of the contract
14	Transition Plan to Phase 3	The Contractor must submit a Transition Plan that will outline key considerations for moving to Phase 3 "Consolidation", including information on the following: a) Summary of each of four completed components: • Financial fund administration	Spanish and English, or Spanish and French	45 days before the end of the contract (end of Phase 2)	Once at the end of the contract

#	Deliverables Description	Output (report/presentation)	Language	Delivery Date	Frequency
		• Pay-for-Results Challenge design and implementation • Procurement of verification agent • Development and implementation of Complementary Strategies and Learning b) Gender Equality Strategy; c) Project Management and Governance; d) Financial plan; e) Risk Registry Revision for Phase 3; f) Overall recommendations, including in relation to: • Optimizing performance of the OFFER mechanism; • Advancing with plans to influence policy environment (adopting solutions and adopting pay-for-results approach); • Plans for TA and evolution of the ecosystem; • Building on outcomes of initiatives.			

6. Meetings

Meetings may be held with Alliance members, including DFATD, private sector partners (OFFER Management Stakeholders), the Ministry of Education, and/or other institutional stakeholders at any time deemed appropriate by the parties to ensure the proper development of the Project. Meetings may be held in person at the Alliance Members offices, including the Embassy of Canada in Bogota, or virtually.

At a minimum, the following meetings will take place during the life cycle of the Contract:

1. Kick-off meeting with the OFFER Management Stakeholders.
2. An introductory meeting with the OFFER Management Stakeholders to discuss the Project Implementation Plan.
3. On an annual basis, the OFFER Fund Management Team will present the Annual Work Plan to DFATD, the Alliance Members and other key stakeholders, including the Ministry of Education.
4. On an annual basis, the OFFER Fund Management Team and/or the Independent Verification Agent(s) will present the Verification Report.
5. Meetings with Service Providers to provide Technical Assistance will be held at a minimum of two sessions per Pay-for-Results Challenge (application process, monitoring results and performance)

For the OFFER Governance Committees, the following table outlines the typical annual cycle of meetings:

Estimated Meeting Frequency (Minimum Time Commitment)

	Ramp-up	Business as usual
Executive Board	Monthly (3 hours per month)	Quarterly (3 hours = 12 hours per year)
Technical Committee	Twice per month (3 hours = 6 hours per month)	6 times per year (3 hours = 18 hours per year)
Challenge Committees (multiple)	According to need (~6 hours per month)	According to need (est.~3 hours per quarter = 12 hours per year)
Learning and System Strengthening Committee	Monthly (3 hours = 36 hours per year)	Quarterly (2 hours = 8 hours per year)
Fund Administration Committee	Monthly (3 hours per month)	Quarterly (3 hours = 12 hours per year)
Project Steering Committee	According to need	According to need

The meetings may be held at a convenient location (or virtually) to be determined. The meetings for the kick-off and presentation of the Final Evaluation Report will be held at a place in Colombia to be determined by DFATD.

6.1 Meetings "ON THE RIGHT TRACK?"

Prior and during each deliverable, meetings "ON THE RIGHT TRACK?" between the TA and the contractor must occur in person of via a tele-conference or video-conference.

a. The purpose of these meetings is to ensure that the Contractor's Team is on the right track in order to have quality with respect to Evaluation deliverables and quality assessment processes and timelines.

b. These meetings will give the opportunity for the TA to give feedback and will give the Contractor the opportunity to ask for clarifications.

7. Travel

A few members of the OFFER Fund Management Team are required to travel to carry out the Contract.

Field missions to the project areas to launch and implement the Pay-for-Results Challenges will be necessary to ensure sound understanding and assessment of the current situation in these areas.

At a minimum, two visits to each Service Provider implementing an initiative will take place.

The Contractor must include travel plans in the Work Plan.

For any travel to or within Colombia that was not approved in the Work Plan, the Contractor must submit a Travel Plan to DFATD for approval prior to any travel.

8. Location of the Work

The work must be conducted at either the office established by the OFFER Fund Management Team in Colombia, or locations where initiatives are being implemented, or on a virtual basis in the region.

9. Environment

The Fund Manager should notify DFATD if any project components are added that could have potential environmental effects. In this case, DFATD may take necessary action to ensure that the Project is not likely to cause significant adverse environmental impact.

It is not expected that the OFFER will have any adverse environmental impacts. However, a number of opportunities exist to advance knowledge and considerations related to environmental impacts within the OFFER. In terms of opportunities to integrate environmental considerations, the following actions must be considered:

- Encourage and support the integration of environmental literacy in education policies, plans, and teaching curricula and material, acknowledging that environmental literacy is an effective means to develop responsible citizens capable of innovating and finding new solutions towards sustainable development.
- Promote and support quality education infrastructure facilities, including safe water and sanitation responsive to women and girl's needs, school gardens or forests, green school canteens, promotion of recycling and composting activities, renewable energy such as solar panels, and help strengthen environmental management capacities of education ministries and education facility administrators to help create safe, clean, and good learning environments. Schools must be designed to be resilient to natural disasters and adapted to a changing climate.
- Foster the development of sustainability competencies, making citizens and professionals able to think in terms of product life cycles and resource efficiency and make environmentally-sensitive decisions.
- Encourage and support technical and vocational training programs that develop environmental management skills and respond to emerging challenges (e.g., clean technologies, energy efficiency, life-cycle analysis, recycling and waste management). Also, help remove constraints and facilitate women's participation in technical training in emerging environmental sectors such as clean technologies, renewable energy sources (e.g., solar, wind, hydro, geothermal, wave, heat-exchange, tidal, solid biomass, biogas and liquid biofuels), energy efficiency, green construction technologies, where analysis demonstrates these are promising sectors. These sectors generally support better-paying jobs and could help address current barriers to women's participation in environment related economic activity.

10. Gender Equality

In line with the main objective of OFFER to support all learners in Colombia to have equitable access to education, and equitable opportunities for retention and achievement, the OFFER will bring an intersectional approach to this ultimate outcome. This will help ensure that gender, ethnicity, rural/urban location, physical ability, and migration status are analyzed to provide additional specificity to the education outcome gaps (access, retention, achievement) that OFFER would address.

The logic model includes the following gender equality result at the immediate level: improved ability among service providers in Colombia to identify and address the different needs of vulnerable populations, especially girls, migrants and children affected by internal armed conflict. To address social norms and reduce barriers that prevent girls and women from accessing safe, secure, quality and inclusive education, technical assistance would be provided to service providers for the development of gender-responsive education programs with an intersectional approach; and the sharing of gender disaggregated data with service providers.

The OFFER Fund Management Team will be responsible to develop a Gender Equality Strategy to guide the integration of gender-based analysis and gender equality results throughout all processes of the OFFER. This must include the following:

11. Support to be provided by DFATD and/or Recipient Country:

To support the Contractor in initializing the project, DFATD will:

- Support the communications with the Alliance members, the Ministry of Education, and other key stakeholders.
- Share any further documentation from the OFFER design, which is deemed to be useful.
- Support the OFFER Fund Management Team in efforts to raise awareness of the project in support of the strategies for knowledge sharing and informing public policy, namely through participating in events, meetings, etc.
- The Ministry of Education and other partners such as: Fundacion Empresarios por la Educacion may contribute providing access to education data to inform the design of Pay-for-Results Challenges.

ANNEX "B" - BASIS of PAYMENT

The Basis of Payment may not be amended, or modified, nor shall any of its terms and conditions be waived. If the Basis of Payment is changed in any way, the proposal will be considered non-compliant in its entirety and will be given no further consideration.

The Bidder must complete this pricing schedule and include it in its financial bid.

<table>
<tr><td rowspan="6">Maximum funding available for the initial period of the Contract resulting from the bid solicitation.

Bids valued in excess of this amount will be considered non-responsive.

This disclosure does not commit Canada to pay the maximum funding available.</td><td>Year 1</td><td colspan="2">$ 1,000,000.00</td></tr>
<tr><td>Year 2</td><td colspan="2">$ 1,350,000.00</td></tr>
<tr><td>Year 3</td><td colspan="2">$ 1,350,000.00</td></tr>
<tr><td>Year 4</td><td colspan="2">$ 1,350,000.00</td></tr>
<tr><td>Year 5</td><td colspan="2">$ 1,250,000.00</td></tr>
<tr><td>Total
Initial contract period:
From contract award date to March 31, 2027

(Year 1 to Year 5)</td><td>$6,300,000.00</td><td>Goods and Services Tax or Harmonized Sales Tax extra</td></tr>
<tr><td>Maximum funding available for the Optional period to extend the Contract resulting from the bid solicitation
Bids valued in excess of this amount will be considered non-responsive.
This disclosure does not commit Canada to pay the maximum funding available.</td><td>Total
Optional period to extend the contract:
From contract award date to March 31, 2028
(If exercised)</td><td>$1,000,000.00</td><td>Goods and Services Tax or Harmonized Sales Tax extra</td></tr>
</table>

The volumetric data included in this pricing schedule are provided for bid evaluated price determination purposes only. They are not to be considered as a contractual guarantee. Their inclusion in this pricing schedule does not represent a commitment by Canada that Canada's future usage of the services described in the bid solicitation will be consistent with this data.

Definition of a Day/Proration

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days actually worked with no provision for annual leave, statutory holidays and sick leave. Time worked which is more or less than a day will be prorated to reflect actual time worked in accordance with the following formula:

(Hours worked × applicable firm per diem rate) ÷ 7.5 hours

i. All proposed personnel must be available to work outside normal office hours during the duration of the Contract.

ii. No overtime charges will be authorized under the Contract. All time worked will be compensated according to paragraph above.

Initial contract period: From contract award date to March 31, 2027

YEAR 1 – Contract award date to march 31, 2023				
A. Professional Services **OFFER Fund Management Team Categories**	**Name of Resource(s)**	**Firm daily Rates**	**Estimated Level of Effort of 500 days, divided among team members**	**Total $can**
		$		$
		$		$
		$		$
		$		$
		$		$
		$		$
Sub-total - Professional services Fees				$
B. Technical Specialists		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $Can**
A financial envelope is reserved for areas of expertise where Technical Specialists may be required to meet responsive project and program needs, which may evolve over the life of the mandate.		$	*Insert the amount at contract award*	$
Sub-total – Technical Specialists Costs				$ *Insert the amount at contract award*
C. Operational Costs		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $CAN**
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		$	*Insert the amount at contract award*	$
Sub-total - Operational Costs				$ *Insert the amount at contract award*
D. Travel and living expenses fees				**$ 35,000.00**
The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel. **All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit**.				
Sub-total - Travel and Living Ceiling price				**$ 35,000.00**
YEAR 1 - Sub-total, $CAN				$ *Insert the amount at contract award*

YEAR 2 – From April 1st 2023 to March 31, 2024				
A. Professional Services **OFFER Fund Management Team Categories**	**Name of Resource(s)**	**Firm daily Rates**	**Estimated Level of Effort of 1,000 days, divided among team members**	**Total $can**
		$		$
		$		$
		$		$
		$		$
		$		$
		$		$
			Sub-total - Professional services Fees	$
B. Technical Specialists		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $Can**
A financial envelope is reserved for areas of expertise where Technical Specialists may be required to meet responsive project and program needs, which may evolve over the life of the mandate.		$	*Insert the amount at contract award*	$
			Sub-total – Technical Specialists Costs	$ *Insert the amount at contract award*
C. Operational Costs		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $CAN**
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		$	*Insert the amount at contract award*	$
			Sub-total - Operational Costs	$ *Insert the amount at contract award*
D. Travel and living expenses fees				$ 25,000.00
The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel. **All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit**.				
			Sub-total - Travel and Living Ceiling price	**$ 25,000.00**
			YEAR 2 - Sub-total, $CAN	$ *Insert the amount at contract award*

YEAR 3 - From April 1st 2024 to March 31, 2025				
A. Professional Services **OFFER Fund Management Team Categories**	**Name of Resource(s)**	**Firm daily Rates**	**Estimated Level of Effort of 1,000 days, divided among team members**	**Total $can**
		$		$
		$		$
		$		$
		$		$
		$		$
		$		$
			Sub-total - Professional services Fees	$
B. Technical Specialists		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $Can**
A financial envelope is reserved for areas of expertise where Technical Specialists may be required to meet responsive project and program needs, which may evolve over the life of the mandate.		$	*Insert the amount at contract award*	$
			Sub-total – Technical Specialists Costs	$ *Insert the amount at contract award*
C. Operational Costs		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $CAN**
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		$	*Insert the amount at contract award*	$
			Sub-total - Operational Costs	$ *Insert the amount at contract award*
D. Travel and living expenses fees				
The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel. **All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit**.				**$ 25,000.00**
			Sub-total - Travel and Living Ceiling price	**$ 25,000.00**
			YEAR 3 - Sub-total, $CAN	$ *Insert the amount at contract award*

<table>
<tr><th colspan="5">YEAR 4 – From April 1st 2025 to March 31, 2026</th></tr>
<tr><th>A. Professional Services

OFFER Fund Management Team
Categories</th><th>Name of Resource(s)</th><th>Firm daily Rates</th><th>Estimated Level of Effort of <u>1,000 days</u>, divided among team members</th><th>Total $can</th></tr>
<tr><td></td><td></td><td>$</td><td></td><td>$</td></tr>
<tr><td></td><td></td><td>$</td><td></td><td>$</td></tr>
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<tr><td></td><td></td><td>$</td><td></td><td>$</td></tr>
<tr><td colspan="4">Sub-total - Professional services Fees</td><td>$</td></tr>
<tr><th colspan="2">B. Technical Specialists</th><th>Firm All-inclusive Monthly Rate, $ CAN</th><th>Number of Months</th><th>Total $Can</th></tr>
<tr><td colspan="2">A financial envelope is reserved for areas of expertise where Technical Specialists may be required to meet responsive project and program needs, which may evolve over the life of the mandate.</td><td>$</td><td><i>Insert the amount at contract award</i></td><td>$</td></tr>
<tr><td colspan="4">Sub-total – Technical Specialists Costs</td><td>$ Insert the amount at contract award</td></tr>
<tr><th colspan="2">C. Operational Costs</th><th>Firm All-inclusive Monthly Rate, $ CAN</th><th>Number of Months</th><th>Total $CAN</th></tr>
<tr><td colspan="2">Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)</td><td>$</td><td><i>Insert the amount at contract award</i></td><td>$</td></tr>
<tr><td colspan="4">Sub-total - Operational Costs</td><td>$ Insert the amount at contract award</td></tr>
<tr><th colspan="4">D. Travel and living expenses fees</th><td rowspan="2">$ 25,000.00</td></tr>
<tr><td colspan="4">The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the <u>National Joint Council Travel Directive</u>, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.
<u>All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit</u>.</td></tr>
<tr><td colspan="4">Sub-total - Travel and Living Ceiling price</td><td>$ 25,000.00</td></tr>
<tr><td colspan="4">YEAR 4 - Sub-total, $CAN</td><td>$ Insert the amount at contract award</td></tr>
</table>

YEAR 5 – From April 1st 2026 to March 31, 2027				
A. Professional Services OFFER Fund Management Team Categories	**Name of Resource(s)**	**Firm daily Rates**	**Estimated Level of Effort of 1,000 days, divided among team members**	**Total $can**
		$		$
		$		$
		$		$
		$		$
		$		$
Sub-total - Professional services Fees				$
B. Technical Specialists		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $Can**
A financial envelope is reserved for areas of expertise where Technical Specialists may be required to meet responsive project and program needs, which may evolve over the life of the mandate.		$	*Insert the amount at contract award*	$
Sub-total – Technical Specialists Costs				$ *Insert the amount at contract award*
C. Operational Costs		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $CAN**
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		$	*Insert the amount at contract award*	$
Sub-total - Operational Costs				$ *Insert the amount at contract award*
D. Travel and living expenses fees				**$ 25,000.00**
The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel. **All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit**.				
Sub-total - Travel and Living Ceiling price				**$ 25,000.00**
YEAR 5 - Sub-total, $CAN				$ *Insert the amount at contract award*

TOTAL COST (YEAR 1 TO YEAR 5)	
Sub-Total - Professional Services Fees:	$
Sub-Total – Technical Specialists Costs	$
Sub-Total - Operational Costs	$
Sub-Total - Travel and Living Ceiling Price:	**$ 130,000.00**
The Bidder should indicate which tax rate it will be charging: **Tax on Goods and Services_______%**	$
TOTAL (YEAR 1 TO YEAR 5), $CAN	$

Optional period to extend the contract: From contract award date to March 31, 2028

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

Canada may exercise this option at any time by sending a written notice to the Contractor at least 30 calendar days before the expiry date of the Contract.

The option may only be exercised by the Contracting Authority, and will be evidenced for administrative purposes only, through a contract amendment.

Optional period – From April 1st 2027 to March 31, 2028				
A. Professional Services **OFFER Fund Management Team** **Categories**	**Name of Resource(s)**	**Firm daily Rates**	**Estimated Level of Effort of 1,000 days, divided among team members**	**Total $can**
		$		$
		$		$
		$		$
		$		$
		$		$
		$		$
Sub-total - Professional services Fees				$
B. Technical Specialists		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $Can**
A financial envelope is reserved for areas of expertise where Technical Specialists may be required to meet responsive project and program needs, which may evolve over the life of the mandate.		$	*Insert the amount at contract award*	$
Sub-total – Technical Specialists Costs				$ *Insert the amount at contract award*
C. Operational Costs		**Firm All-inclusive Monthly Rate, $ CAN**	**Number of Months**	**Total $CAN**
Operational Costs include Office Space, Equipment and Driver fees (does not include reimbursable expenses already covered under the NJC Directive on Travel including fuel and mileage)		$	*Insert the amount at contract award*	$
Sub-total - Operational Costs				$ *Insert the amount at contract award*
D. Travel and living expenses fees				**$ 25,000.00**
The Contractor will be reimbursed its authorized travel and living expenses reasonably and properly incurred in the performance of the Work, at cost, without any allowance for profit and/or administrative overhead, in accordance with the meal, and private vehicle allowances specified in Appendices B, C and D of the National Joint Council Travel Directive, and with the other provisions of the directive referring to "travellers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel. **All travel must have the prior authorization of the Technical Authority. All payments are subject to government audit.**				
Sub-total - Travel and Living Ceiling price				**$ 25,000.00**
TOTAL Optional period, $CAN				$ *Insert the amount at contract award*

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

Government of Canada | Gouvernement du Canada

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

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

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE

1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine: Global Affairs Canada

2. Branch or Directorate / Direction générale ou Direction: Americas - NLD

3. a) Subcontract Number / Numéro du contrat de sous-traitance:

3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant: To be determined through RFP

4. Brief Description of Work - Brève description du travail

Contractor will manage the Outcome Fund for Education Results, a public-private sector funding mechanism to enhance education outcomes for Colombians

	No / Non	Yes / Oui
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?	✓	☐
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?	✓	☐

6. Indicate the type of access required - Indiquer le type d'accès requis

	No / Non	Yes / Oui
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c)	✓	☐
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p.ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.	✓	☐
6. c) Is this a commercial courier or delivery requirement with **no** overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciales **sans** entreposage de nuit?	✓	☐

7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès

Canada	**NATO / OTAN**	**Foreign / Étranger**
✓	☐	☐

7. b) Release restrictions / Restrictions relatives à la diffusion

Canada	NATO / OTAN	Foreign / Étranger
No release restrictions / Aucune restriction relative à la diffusion ✓	All NATO countries / Tous les pays de l'OTAN ☐	No release restrictions / Aucune restriction relative à la diffusion ☐
Not releasable / À ne pas diffuser ☐		
Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐	Restricted to: / Limité à : ☐
Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :	Specify country(ies): / Préciser le(s) pays :

7. c) Level of information / Niveau d'information

Canada	NATO / OTAN	Foreign / Étranger
PROTECTED A / PROTÉGÉ A ☐	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ ☐	PROTECTED A / PROTÉGÉ A ☐
PROTECTED B / PROTÉGÉ B ☐	NATO RESTRICTED / NATO DIFFUSION RESTREINTE ☐	PROTECTED B / PROTÉGÉ B ☐
PROTECTED C / PROTÉGÉ C ☐	NATO CONFIDENTIAL / NATO CONFIDENTIEL ☐	PROTECTED C / PROTÉGÉ C ☐
CONFIDENTIAL / CONFIDENTIEL ☐	NATO SECRET / NATO SECRET ☐	CONFIDENTIAL / CONFIDENTIEL ☐
SECRET / SECRET ☐	COSMIC TOP SECRET / COSMIC TRÈS SECRET ☐	SECRET / SECRET ☐
TOP SECRET / TRÈS SECRET ☐		TOP SECRET / TRÈS SECRET ☐
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) ☐		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) ☐

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PART A *(continued)* / PARTIE A *(suite)*

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

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

Short Title(s) of material / Titre(s) abrégé(s) du matériel :

Document Number / Numéro du document :

PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)

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

- ☐ RELIABILITY STATUS / COTE DE FIABILITÉ
- ☐ CONFIDENTIAL / CONFIDENTIEL
- ☐ SECRET / SECRET
- ☐ TOP SECRET / TRÈS SECRET
- ☐ TOP SECRET - SIGINT / TRÈS SECRET - SIGINT
- ☐ NATO CONFIDENTIAL / NATO CONFIDENTIEL
- ☐ NATO SECRET / NATO SECRET
- ☐ COSMIC TOP SECRET / COSMIC TRÈS SECRET
- ☑ SITE ACCESS / ACCÈS AUX EMPLACEMENTS

Special comments: / Commentaires spéciaux : The Contractor will require access to the Embassy in Bogota on a regular basis for meetings.

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

10. b) May unscreened personnel be used for portions of the work?
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?
☐ No / Non ☑ Yes / Oui

If Yes, will unscreened personnel be escorted:
Dans l'affirmative, le personnel en question sera-t-il escorté?
☐ No / Non ☑ Yes / Oui

PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)

INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS

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

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

PRODUCTION

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

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

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

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

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Canada

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PART C *(continued)* / PARTIE C *(suite)*

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

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

SUMMARY CHART / TABLEAU RÉCAPITULATIF

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	Confidential / Confidentiel	Secret	Top Secret / Très Secret	NATO Restricted / NATO Diffusion Restreinte	NATO Confidential / NATO Confidentiel	NATO Secret	COSMIC Top Secret / COSMIC Très Secret	Protected / Protégé A	Protected / Protégé B	Protected / Protégé C	Confidential / Confidentiel	Secret	Top Secret / Très Secret
Information / Assets / Renseignements / Biens	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
IT Media / Support TI	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
IT Link / Lien électronique	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

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

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".
Dans l'affirmative, classifier le présent formulaire en indiquant le niveau de sécurité dans la case intitulée.

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

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

TBS/SCT 350-103 (2004/12)

Security Classification / Classification de sécurité

Canada

Government of Canada | Gouvernement du Canada

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

PART D - AUTHORIZATION / PARTIE D - AUTORISATION

13. Organization Project Authority / Chargé de projet de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Claire DeVries	First Secretary	Claire DeVries	
Telephone no. - Nº de téléphone	**Facsimile - Télécopieur**	**E-mail address - Adresse courriel**	**Date**
316-3455		claire.devries@international.gc.ca	2022-04-12

14. Organization Security Authority / Responsable de la sécurité de l'organisme

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
POLAD SAFFARI	Acting RPM		
Telephone no. - Nº de téléphone	**Facsimile - Télécopieur**	**E-mail address - Adresse courriel**	**Date**
316-3340		Polad.Saffari@internationalgc.ca	12/04/2022

15. Are there additional instructions (e.g. Security Guide, Security Classification Guide) attached?
Des instructions supplémentaires (p. ex. Guide de sécurité, Guide de classification de la sécurité) sont-elles jointes?

☑ No / Non ☐ Yes / Oui

16. Procurement Officer / Agent d'approvisionnement

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Isabelle Doray	Agent des contrats principal	Doray, Isabelle	Signature numérique de Doray, Isabelle
Telephone no. - Nº de téléphone	**Facsimile - Télécopieur**	**E-mail address - Adresse courriel**	**Date**
		Isabelle.doray@international.gc.ca	Date : 2022.05.19 18:14:13 -04'00'

17. Contracting Security Authority / Autorisé contractante en matière de sécurité

Name (print) - Nom (en lettres moulées)	Title - Titre	Signature	
Telephone no. - Nº de téléphone	**Facsimile - Télécopieur**	**E-mail address - Adresse courriel**	**Date**

TBS/SCT 350-103 (2004/12)

Security Classification / Classification de sécurité

Canada

ANNEX "D-1" – MANDATORY TECHNICAL CRITERIA

4.1.1.1 Mandatory Technical Criteria (MTC)

Bids **MUST** meet the mandatory technical criteria specified in the table inserted below.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive.

Mandatory Technical Criteria (MTC)		
Nº	**Criteria**	**Reference to Proposal** **(Please indicate section and page number, if applicable)**
MTC1	The bidder **MUST** provide an OFFER Fund Management TEAM of qualified resources to accomplish the mandate. As part of its proposal, the bidder **MUST** provide the curriculum vitae of each proposed Team members. The bidder **should** identify each member of the TEAM by: ➢ The name and title, ➢ The telephone # and email address, ➢ The location, ➢ The role that will play each member of the team in this project, ➢ The structure and reporting relationships of the team members.	
MTC2	The bidder **MUST** identify which proposed resource(s) will be part of the team based in Colombia. The Bidder **MUST** provide the address of each proposed resources, as proof of residence. **At least 50% of the proposed resources MUST be based in Colombia.**	
MTC3	The Bidder **MUST** submit at least one (1) *project demonstrating its experience in managing and implementing projects similar to the Outcome Fund for Education Results (OFFER) in terms of its results-based-payment mechanism. *For the purpose of this requirement, the term "project" is defined as: - a contract; or - an agreement; or - an arrangement signed by the Bidder individually or in a consortium to provide the services. Project **MUST** describe the Bidder's experience by: ➢ Demonstrate the experience managing and implementing of the project; ➢ have started on or after January 1st, 2011; ➢ **include at least two (2) types of the following elements:** - blended finance approaches; - international development objectives, including SDGs;	

	- building networks and relationships with multiple types of stakeholders to accomplish expected outcomes of a project. - have an overall project value of at least $2M CAD.	

ANNEX "D-2" – MANDATORY FINANCIAL CRITERIA

4.1.1.2 Mandatory Financial Criteria (MFC)

Bids **MUST** meet the mandatory financial criteria specified in the table inserted below.

Bids which fail to meet the mandatory financial criteria will be declared non-responsive.

Mandatory Financial Criteria	
ITEM	**DESCRIPTION OF CRITERIA**
MFC1	Bidders **MUST** submit their financial bid, in Canadian dollars and in accordance with the **Basis of Payment in ANNEX B.** The total amount of Goods and Services Tax must be shown separately
MFC2	The total maximum funding available **for the contract** resulting from the bid solicitation is **$6,300,000.00**, Goods and Services Tax or Harmonized Sales Tax extra, as appropriate. This disclosure does not commit Canada to pay the maximum funding available. If the total of Year 1 to Year 5 (Year 1 + Year 2 + Year 3 + Year 4 + Year 5 =) exceeds **$6,300,000.00, the bid will be considered non-responsive**.
MFC3	The total maximum funding available **for the 1st optional period, if exercised, of the contract** is **$1,000,000.00**, Goods and Services Tax or Harmonized Sales Tax extra, as appropriate. This disclosure does not commit Canada to pay the maximum funding available. If the maximum budget of the 1st optional period, if exercised, exceeds **$1,000,000.00, the bid will be considered non-responsive**.

ANNEX "D-3" – POINT RATED TECHNICAL CRITERIA

4.1.1.3 Point Rated Technical Criteria (RTC)

POINT RATED TECHNICAL CRITERIA

The following considerations apply to the Bidder's Experience section:

Where the proposed Projects described have been carried out by a consortium or joint venture, the Bidder should clearly specify which of the members of that consortium or joint venture were responsible for the management and implementation of the Projects cited as examples.

Where the Bidder is required to demonstrate experience, the following information should be included for each Project referenced in the narrative:

- Project duration (including start and end dates),
- Project value,
- Recipient country(ies) or Beneficiary,
- Key Stakeholders,
- Client,
- Brief Project description, and
- If a Project is referenced without all of this information, it will not be considered for the evaluation and no points will be awarded for the Project.

Definition:

Private sector: Includes private firm or business.

Public sector: Includes local, provincial or federal government, government service or agency, Crown Corporation or a government funded establishment such as school (including universities) or hospital.

Category 1: Bidder's Experience			
RTC1	**Experience managing and implementing projects of size, scope and complexity to the OFFER**		
	The Bidder should submit a maximum of three (3) projects, demonstrating the Fund Management Team's experience in managing and implementing projects similar to the Outcome Fund for Education Results (OFFER), in terms of its results-based-payment mechanism. For the purpose of this requirement, the term "project" is defined as: - a contract or - an agreement or - an arrangement signed by the Bidder individually or in a consortium to provide the services. Each project should describe the Fund Management Team's experience:	**Points will be awarded for each of the following Project experience:** **a)** Projects submit in the sector of education at any level below post-secondary **1 point by project up to a maximum of 3 points** **b)** Projects in which one or more of the key stakeholders includes the private sector **1 point by project up to a maximum of 3 points** **c)** Implementing projects which benefit any of the following populations: indigenous communities, migrants, refugees, women and girls, internally displaced population and Afro-Latino communities	**/15**

	➢ demonstrate the experience managing and implementing of the project; ➢ have started on or after January 1st, 2011; ➢ include at least two (2) types of the following elements: - blended finance approaches; - international development objectives, including SDGs; - building networks and relationships with multiple types of stakeholders to accomplish expected outcomes of a project. ➢ have an overall project value of at least $2M CAD.	**1 point by project up to a maximum of 3 points** **d)** Developing or implementing gender-sensitive policies, or strategies **1 point by project up to a maximum of 3 points** **e)** Working on Projects in Latin America and the Caribbean **1 point by project up to a maximum of 3 points**	
RTC2	**Experience in Results-based Financing programming**		
	The Bidder should submit a maximum of three (3) projects demonstrating the Fund Management Team's experience in developing or managing a Results-based Financing (RBF) project. For the purpose of this requirement, the term "project" is defined as: - a contract or - an agreement or - an arrangement signed by the Bidder individually or in a consortium to provide the services. Each project describing, the Fund Management Team's experience should: ➢ have started on or after January 1st, 2011, **AND** ➢ be at least one (1) year in duration; **AND** ➢ Involve results-based financing mechanism or elements.	**Points will be awarded for each of the following Project experience:** **a)** Experience working on RBF in relation to the education sector, at any level **- 1 point by project up to a maximum of 3 points** **b)** Development and implementation of strategy for monitoring and evaluating RBF projects **– 1 point by project up to a maximum of 3 points** **c)** Development and implementation of a gender-equality strategy for RBF project **– 1 point by project up to a maximum of 3 points** **d)** Demonstrated 3 to less than 5 years of experience working on Results-based Financing initiatives **– 1 point by project up to a maximum of 3 points** **e)** Demonstrated 5 to less than 7 years of experience working on Results-based Financing initiatives **– 1 point by project up to a maximum of 3 points** **f)** Demonstrated 7 years of experience working on Results-based Financing initiatives **– 1 point by project up to a maximum of 3 points** **g)** **1 additional point by project up to a maximum of 3 points** will be awarded	**/21**

		if the demonstrated experience working on Results-based Financing initiatives was implemented in Latin America or the Caribbean	

RTC3	**Experience in Blended Finance**		
	The Bidder should submit a maximum of three (3) projects demonstrating the Fund Management Team's experience in developing or managing a project employing Blended Finance. Blended Finance is defined as the strategic use of development finance for the mobilization of additional finance towards sustainable development in developing countries. For the purpose of this requirement, the term "project" is defined as: - a contract or - an agreement or - an arrangement signed by the Bidder individually or in a consortium to provide the services. **Each project describing, the Fund Management Team's experience should:** ➢ have started on or after January 1st, 2011, **AND** ➢ be at least one (1) year in duration; **AND** ➢ Involve blended finance mechanism or elements.	**Points will be awarded for each of the following Project experience:** **a)** Experience developing or managing Blended Finance elements in an international development project **- 1 point by project up to a maximum of 3 points** **b)** Experience contracting with multiple stakeholders from both public and private sector within a Blended Finance project **- 1 point by project up to a maximum of 3 points** **c)** Experience working on Blended Finance projects with four (4) or more co-financiers **- 1 point by project up to a maximum of 3 points** **d)** Experience working on Blended Finance projects with budgets of $20M CDN or more **- 1 point by project up to a maximum of 3 points** **e)** Experience working on Blended Finance initiatives (points will be given per project, up to a maximum of 3 projects) > 3 years to < 5 years = 1 point ≥ 5 years to < 7 years = 5 points ≥ 7 years = 10 points **f)** **1 additional points by project up to a maximum of 3 points** will be awarded if the experience demonstrated was implemented in Latin America and the Caribbean.	**/45**
		Sub-total – Bidder's experience **Passing Mark 60% = 49 points**	**/81**

Category 2: Qualification Delivering Project Methodologies			
The Bidder should present up to two (2) completed projects that demonstrate experience in designing a detailed approach and methodology, and how it took into account the complexity and scope.			
RTC4	**Component I: Fund Financial Management**		
	The Bidder should demonstrate experience-setting methodology in **Fund Financial Management**. The presented methodology completed should at least demonstrate, the **following elements:** **Note:** the bidder may present these elements in any order using <u>both projects</u> i.e. each project does not need to cover all elements: <u>**ELEMENTS**</u> 1. Description of the situation or context. 2. Description of the steps or actions that were taken 3. Description of the results that were achieved, including innovations and/or lessons learned. 4. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.	**Points will be awarded for each of the four (4) elements demonstrated:** **a. Setting up a Trust Fund** including identifying the financial institution and gathering information and data assessment **– 2 points per element up to a maximum of 8 points** **b.** Managing **financial risk – 2 points per element up to a maximum of 8 points** **c.** Applying key **national and international standards – 2 points per element up to a maximum of 8 points** **d.** Reporting and engagement with **Fund Governance Structure – 2 points per element up to a maximum of 8 points**	**/32**
RTC5	**Component II-A: Results-based Payment Challenge Design and Development**		
	The Bidder should demonstrate experience in **Results-based Payment Challenge Design and Development**. The presented methodology completed should at least demonstrate, the **following elements:** **Note:** the bidder may present these elements in any order using <u>both projects</u>	**Points will be awarded for each of the four (4) elements demonstrated:** **a.** Defining the Results-based Payment Challenge – **2 points per element up to a maximum of 8 points** **b.** Defining the Technical Details of the Challenge – Technical Assistance – **2 points per element up to a maximum of 8 points** **c.** Identifying the Source of Funds and Contract Mechanism – **2 points per element up to a maximum of 8 points**;	**/64**

	i.e. each project does not need to cover all elements: **ELEMENTS** 1. Description of the situation or context. 2. Description of the steps or actions that were taken 3. Description of the results that were achieved, including innovations and/or lessons learned. 4. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.	**d.** Defining Eligibility and Minimum Service Requirements – **2 points per element up to a maximum of 8 points** **e.** Defining the Metrics – **2 points per element up to a maximum of 8 points** **f.** Identifying the Payment Schedule – **2 points per element up to a maximum of 8 points** **g.** Defining the Verification Mechanism – **2 points per element up to a maximum of 8 points** **h.** Coordinating Request for Proposals – **2 points per element up to a maximum of 8 points**	
RTC6	**Component II-B: Results-based Payment Challenge Implementation**		
	The Bidder should demonstrate experience-setting methodology in **Results-based Payment Challenge implementation**. The presented methodology completed should at least demonstrate, the **following elements:** **Note:** the bidder may present these elements in any order using <u>both projects</u> i.e. each project does not need to cover all elements: **ELEMENTS** 1. Description of the situation or context. 2. Description of the steps or actions that were taken 3. Description of the results that were achieved, including innovations and/or lessons learned. 4. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.	**Points will be awarded for each of the four (4) elements demonstrated:** **a.** Evaluate and Select Proposals **– 2 points per element up to a maximum of 8 points** **b.** Contract the Selected Initiatives **– 2 points per element up to a maximum of 8 points** **c.** Support to Project Mobilization and Operation **– 2 points per element up to a maximum of 8 points** **d.** Pay for the Results that are achieved **– 2 points per element up to a maximum of 8 points**	**32/**

<table>
<tr><td>RTC7</td><td colspan="3">Component III: Procurement of Independent Verification Agent</td></tr>
<tr><td></td><td>The Bidder should demonstrate experience-setting methodology in Procurement of Independent Verification Agent.

The presented methodology completed should at least demonstrate, the following elements:

Note: the bidder may present these elements in any order using <u>both projects</u> i.e. each project does not need to cover all elements:

<u>ELEMENTS</u>

1. Description of the situation or context.
2. Description of the steps or actions that were taken
3. Description of the results that were achieved, including innovations and/or lessons learned.
4. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.</td><td>Points will be awarded for each of the four (4) elements demonstrated:

a. Designing the Verification Mechanism – 2 points per element up to a maximum of 8 points

b. Procuring and contracting of an Independent Verification Agent, including ensuring independence of verification agent – 2 points per element up to a maximum of 8 points

c. Data Collection and Knowledge Sharing – 2 points per element up to a maximum of 8 points

d. Integration of gender equality considerations – 2 points per element up to a maximum of 8 points</td><td>/32</td></tr>
<tr><td>RTC8</td><td colspan="3">Component IV: Complementary Strategies and Learning Agenda</td></tr>
<tr><td></td><td>The Bidder should demonstrate experience-setting methodology in Complementary Strategies and Learning Agenda.
The presented methodology completed should at least demonstrate, the following elements:

Note: the bidder may present these elements in any order using <u>both projects</u> i.e. each project does not need to cover all elements:

<u>ELEMENTS</u>

1. Description of the situation or context.</td><td>Points will be awarded for each of the four (4) elements demonstrated:

a. Detailing the Learning Agenda – 2 points per element up to a maximum of 8 points

b. Procuring the Learning Partner – 2 points per element up to a maximum of 8 points

c. Generating Learning and Knowledge – 2 points per element up to a maximum of 8 points

d. Providing Technical Assistance for Project Actors – 2 points per element up to a maximum of 8 points

e. Improving Public Policy and Practice – 2 points per element up to a maximum of 8 points</td><td>/48</td></tr>
</table>

	2. Description of the steps or actions that were taken 3. Description of the results that were achieved, including innovations and/or lessons learned. 4. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.	**f.** Integration of gender equality considerations throughout Learning Agenda **– 2 points per element up to a maximum of 8 points**	
RTC9	**Approach to Monitoring, Evaluation and Sustainability**		
	The Bidder should demonstrate experience-setting **approach for monitoring, evaluation and sustainability**. The presented methodology completed should at least demonstrate, the **following elements:** **Note:** the bidder may present these elements in any order using <u>both projects</u> i.e. each project does not need to cover all elements: **<u>ELEMENTS</u>** 1. Description of the situation or context. 2. Description of the steps or actions that were taken 3. Description of the results that were achieved, including innovations and/or lessons learned. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.	**Points will be awarded for each of the four (4) elements demonstrated:** The elements should demonstrate the approach and explain relevant experience of similar delivered project(s) /initiative(s) of these categories: **a.** Fostering collection and use of solid information/data sources **– 2 points per element up to a maximum of 8 points** **b.** Facilitating a clear understanding of education sector gaps and a confirmation method **– 2 points per element up to a maximum of 8 points** **c.** Building local capacity and ownership, while nurturing a culture and practice of evidence-based decision making and promoting continuous learning **– 2 points per element up to a maximum of 8 points** **d.** Partnering with local governments/Secretaries of Education to encourage evidence-based decision making for public policy **– 2 points per element up to a maximum of 8 points** Fostering collaboration with all stakeholders (service providers, potential social financiers, Ministry of Education, ETCs, teachers, parents, other) to ensure an ecosystem of coordination and knowledge sharing **– 2 points per element up to a maximum of 8 points**	**40**

<table>
<tr><td>RTC10</td><td colspan="3">Gender Equality Strategy</td></tr>
<tr><td></td><td>The Bidder should demonstrate that at least one (1) proposed resource has expertise in Gender Equality strategy development.

The presented methodology completed should at least demonstrate, the following elements:

Note: the bidder may present these elements in any order using <u>both projects</u> i.e. each project does not need to cover all elements:

<u>ELEMENTS</u>
1. Description of the situation or context.
2. Description of the steps or actions that were taken
3. Description of the results that were achieved, including innovations and/or lessons learned.
4. Comments on challenges or problems that arose while organizing and conducting the project, and risk mitigation measures.</td><td>Points will be awarded for each of the four (4) elements demonstrated:

The elements should demonstrate the approach and explain the relevant experience of the proposed resource in delivered project(s) /initiative(s) of these categories:
a. Employing gender-based analysis throughout the design and operation of the Fund elements - 2 points per element up to a maximum of 8 points

b. Ensuring data is disaggregated by gender and other key identity factors - 2 points per element up to a maximum of 8 points

c. Ensuring Fund operations integrate Gender Equality, including assessment criteria for project selection, technical assistance for service providers, and the use of payment schemes to incentivize approaches to address specific gender equality gaps in education - 2 points per element up to a maximum of 8 points

d. Engagement with women, girls and other vulnerable populations to ensure perspectives are integral to gender-based analyses - 2 points per element up to a maximum of 8 points

e. Provision of Gender Equality expertise - 2 points per element up to a maximum of 8 points</td><td>/40</td></tr>
<tr><td colspan="3" align="right">Sub-total – Qualification Delivering Project Methodologies
Passing Mark 60%= 173 points</td><td>/288</td></tr>
</table>

Category 3: Proposed Team			
Bidder's Instructions: To be considered eligible, each project, other education or Professional Development has to: ➢ have a start date within the last fifteen (15) years at the RFP closing date;			
RTC11	**OFFER Director's experience**		
RTC11.1	**Education and Professional Development** The Bidder should propose an **OFFER Director**, and demonstrate how the candidate meets the different aspects of the required profile. The bidder should provide **certificate/diploma/degree** for each of the qualifications demonstrated	**a)** Highest level of education completed in relevant discipline: • **University** (PhD, Graduate, Undergraduate, degree in social science or social development related careers **– 10 points** • **College** or CEGEP diploma/certificate in social science or social development related careers **– 5 points** **b)** **Additional five (5) points** for professional certificate from a *relevant discipline **up to a maximum of 10 points**. **c)** Other training in the disciplines of project management, innovative finance, results-based payment programming, gender equality **– 2 points per completed certificate up to a maximum of 10 points** * "relevant discipline" is defined as a discipline related to education, sociology, international development, political science, women's studies or other social science, business administration, public policy, statistics or public relations.	**/35**
RTC11.2	**Experience managing large education or social development projects** The Bidder should demonstrate that the proposed **OFFER Director** has experience leading initiatives, for example as Project Manager or Director. In the context of each project presented to demonstrate this criterion, the proposed resource should have performed the following management duties: • Ensuring overall quality and management oversight of all activities of the project;	**a)** Duration of experience managing projects: > 1 year to < 5 years = 2 points > 5 years to < 7 years = 4 points ≥ 7 years to < 10 years = 6 points ≥ 10 years = 10 points **b)** Depth of experience managing education or social development projects: • Experience spans 3 to 5 initiatives – **3 points** • Experience spans more than 5 initiatives **– 4 points**	**/30**

	• Leading the development of and approving all key project documents; • Developing and maintaining networks of key stakeholders (government, civil society, other donors, private sector); • Ensuring the effective management and internal monitoring of project progress and results, including with dealing with project issues and problems as they arise. **Only projects with a duration of at least twelve (12) months (1 year) will be considered for evaluation.**	**c)** **2 additional point** for each additional 24 months' cumulative experience, in the following key areas to **a maximum of 16 points**: **1.** results-based payment programming **2.** monitoring and evaluation of education projects **3.** managing international development projects in Latam; **4.** designing, launching or evaluating Pay-for-Results Challenges **5.** contract management **6.** leading strategic plans for either learning, capacity building, public policy advocacy or communications **7.** gender equality analysis **8.** managing blended finance initiatives with both public and private sector partners	
RTC12	**OFFER Lead Challenge Manager**		
RTC12.1	**Education and Professional Development** The Bidder should **propose an OFFER Lead Challenge Manager**, and demonstrate how the candidate meets the different aspects of the required profile. The bidder should provide **certificate/diploma/degree** for each of the qualifications demonstrated	**a)** Highest level of education completed in a *relevant discipline: • **University** (PhD, Graduate, Undergraduate, degree in social science, social development, statistics, or performance management related careers **– 10 points** • **College** or CEGEP diploma/certificate in social science, social development, statistics, or performance management related careers **5 points** **b)** **Additional five (5) points** for professional certificate in a relevant discipline **up to a maximum of 10 points.** **c)** Other training in the disciplines of results-based financing, innovative or blended financing, monitoring and evaluation, statistical analysis, project management **– 2 points per completed certificate up to a maximum of 10 points** * "relevant discipline" is defined as a discipline related to education, sociology, international development, political science, women's studies or other social science, business administration, public policy, statistics or public relations	**/35**

RTC12.2	**Experience of the OFFER Lead Challenge Manager** The Bidder should demonstrate that the **proposed OFFER Lead Challenge Manager** has experience in managing projects that incorporate a Pay-for-Results Challenge component. In the context of each project presented to demonstrate this criterion, the proposed resource should have performed the following management and coordination duties: Managing and implementing Pay-for-Results Challenge, including but not limited to: • Developing tools (e.g. outreach documents, due diligence checklists); • coordinating Pay-for-Results Challenge (e.g. conducting screening of proposals; supporting or conducting due diligence of short-listed proponents; documenting approvals processes and funding decisions; making recommendations to the Project Review Committee or equivalent); • Supporting or preparing local contribution agreements or other financial instruments, based on templates; • Ensuring overall quality and management oversight of the design and launch of the project; • Working with and building relationships with local organizations. **<u>Only projects with a duration of at least twelve (12) months will be considered for evaluation.</u>**	a) Duration of experience in managing projects that incorporate a Pay-for-Results Challenge component: > 12 months to < 24 months = 2 points > 24 months to < 48 months = 4 points ≥ 48 months to < 60 months = 6 points ≥ 60 months = 10 points b) Depth of experience: • Experience spans 2 to 4 Projects **– 2 points** • Experience spans 5 projects or more **– 3 points** c) Projects related to International development or education **– 4 points** d) **E**xperience managing at least one (1) Project in LATAM country(ies) **– 4 points** e) **1 additional point** for each 24 months' cumulative experience, in the following key areas **to a maximum of 9 points**: 1. monitoring and evaluation of education projects 2. designing Pay-for-Results Challenges 3. launching and evaluating Pay-for-Result Challenges 4. working with private sector in designing, developing or implementing Pay-for-Results Challenges 5. contract management 6. leading development of and implementation of strategic plans for public policy advocacy, or communications 7. leading implementation of strategic plans for capacity building or knowledge sharing; 8. overseeing implementation of gender equality strategy 9. Working on innovative finance or blended finance initiatives with public and private sector	**/30**
		Sub-Total: Proposed Team Passing Mark 60% = 78 points	**/130**

Category 1: Bidder's Experience	**81 points**
Category 2: Qualification Delivering Project Methodologies	**288 points**
Category 3: Proposed Team	**130 points**
Total Evaluation Obtain the required minimum of **299 points** overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **499 points**.	**499 points**