



REQUEST FOR PROPOSAL DEMANDE DE PROPOSITION

Proposal to: Public Works and Government Services Canada

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

Propositions aux : Travaux publics et Services gouvernementaux Canada

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 articles et les services énumérés ici et sur toute feuille ci-annexée, au(x) prix indiqué(s).

Solicitation No. - N° de l'invitation	Type - Genre	Update - Mise à jour
Solicitation closes - L'invitation prend fin at - à on - le	PWGSC File No. - N° de référence de TPSGC	

↑ Please ensure this area appears in window of return envelope ↑
S'assurer que cette partie figure dans la fenêtre de l'enveloppe-réponse



Date of Solicitation - Date de l'invitation	
Address inquiries to - Adresser toute demande de renseignements à :	
Area code and Telephone No. Code régional et N° de téléphone	Facsimile No. N° de télécopieur
Destination	

Instructions:
Municipal taxes are not applicable.

Unless otherwise specified herein by the Crown, all prices quoted are to be net prices in Canadian funds including Canadian customs duties, excise taxes, and are to be F.O.B, including all delivery charges to destination(s) as indicated. The amount of the Goods and Services Tax is to be shown as a separate item.

Instructions:
Les taxes municipales ne s'appliquent pas.

Sauf indication contraire, énoncée par la Couronne, dans les présentes, tous les prix indiqués sont des prix nets, en dollars canadiens, comprenant les droits de douane canadiens, la taxe d'accise et doivent être F.A.B, y compris tous frais de livraison à la (aux) destination(s) indiquée(s). La somme de la taxe sur les produits et services devra être un article particulier.

Delivery required - Livraison exigée	Delivery offered - Livraison proposée
Vendor Name and Address - Raison sociale et adresse du fournisseur	
Facsimile No. - N° de télécopieur	
Telephone No. - N° de téléphone	
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 (caractère d'impression)	
Signature	Date

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PART 1 - GENERAL INFORMATION

1.1 Introduction

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

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

The Attachments include the Pricing Schedule, Technical and Point Rated Criteria and Additional Certifications required with the bid.

The Annexes include the Statement of Work, and the Basis of Payment

1.2 Summary

1.2.1 Public Works and Government Services Canada (PWGSC) is looking for an Indigenous Team of Professionals, that will undertake the planning, including guidelines and framework, research and consultation, design, piloting, trainer preparation, implementation and evaluation phases of a comprehensive leadership program for a non-indigenous leaders target audience of managers and executives.

The Team will manage the project in its entirety, except for aspects of scheduling participants' training sessions and conducting evaluations.

1.2.2 "This procurement is set aside under the federal government Procurement Strategy for Indigenous Business. For more information on Indigenous business requirements of the Set-aside Program for Indigenous Business, refer to [Annex 9.4](#) of the Supply Manual."

"This procurement is set aside from the international trade agreements under the provision each has for measures with respect to Indigenous peoples or for set-asides for small and minority businesses."

"Further to Article 800 of the Canadian Free Trade Agreement (CFTA), CFTA does not apply to this procurement."

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 debrief will be in writing.

PART 2 - BIDDER INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

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

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

The [2003](#) (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

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 a bid, the Bidder must provide 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.

Subsection 5.4 of [2003](#) (2022-03-29) Standard Instructions - Goods or Services - Competitive Requirements, is amended as follows:

Delete: 60 days
Insert: 120 days.

2.2 Submission of Bids

Unless specified otherwise in the RFP, bids must be received by the Contract Authority only at mark.stlaurent@tpsgc-pwgsc.gc.ca by the date, time and place indicated on page 1 of the bid solicitation.

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

2.3 Former Public Servant

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts awarded to FPSs, bidders must provide the information required below before contract award. If the answer to the questions and, as applicable the information required have not been received by the time the evaluation of bids is completed, Canada will inform the Bidder of a time frame within which to provide the information. Failure to comply with Canada's request and meet the requirement within the prescribed time frame will render the bid non-responsive.

Definitions

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

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

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

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

Former Public Servant in Receipt of a Pension

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes () No ()**

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

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

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental websites as part of the published proactive disclosure reports in accordance with [Contracting Policy Notice: 2019-01](#) and the [Guidelines on the Proactive Disclosure of Contracts](#).

Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes () No ()**

If so, the Bidder must provide the following information:

- a. name of former public servant;
- b. conditions of the lump sum payment incentive;
- c. date of termination of employment;
- d. amount of lump sum payment;
- e. rate of pay on which lump sum payment is based;
- f. period of lump sum payment including start date, end date and number of weeks;

- g. number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

2.4 Inquiries - Bid Solicitation

All enquiries must be submitted in writing to the Contracting Authority no later than (2) two calendar days before the bid closing date. Enquiries received after that time may not be answered.

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

2.5 Applicable Laws

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

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

2.6 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) five days before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

2.7 Basis for Canada's Ownership of Intellectual Property

PWGSC has determined that any intellectual property rights arising from the performance of the Work under the resulting contract will belong to Canada, for the following reasons, as set out in the [Policy on Title to Intellectual Property Arising Under Crown Procurement Contracts](#):

- the main purpose of the Contract, or of the deliverables contracted for, is to generate knowledge and information for public dissemination;

2.8 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:
 - 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.

PART 3 - BID PREPARATION INSTRUCTIONS

3.1 Bid Preparation Instructions

Copies of Bid: Canada requests that bidders provide their bid in separately bound sections as follows :

- i. Section I: Technical Bid One (1) copy PDF sent by electronic mail
- ii. Section II: Financial Bid One (1) copy PDF sent by electronic mail
- iii. Section III: Certifications not included in the Technical Bid One (1) copy PDF sent by electronic mail
- iv. Section IV: Additional Information One (1) copy PDF sent by electronic mail

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

Canada requests that bidders submit their bids in unprotected (i.e. no password) PDF format by email.

The PWGSC email attachment size limit is 10MB. Emails exceeding 10MB will not be received. Bidders may split their submitted content into multiple emails by identifying, for example 1 of 3, 2 of 3 etc..

It is the sole responsibility of the Bidder to ensure a timely submission of their bid is made. Canada will not be responsible for late bids received at destination after the closing time, even if it was submitted before.

Bidders should also ensure that their email message indicates the legal name of the bidding entity.

Section I: Technical Bid

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

The technical bid should address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

Section II: Financial Bid

- A.** Bidders must submit their financial bid in Canadian funds and in accordance with the pricing schedule detailed in Attachment 1 to Part 3.
- B.** Bidders must submit their rates FOB destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.
- C.** When preparing their financial bid, Bidders should review article 6.6, Payment, of Part 6 of the bid solicitation.

D. SACC Manual Clauses

SACC Manual Clause [C3011T](#) (2013-11-06), Exchange Rate Fluctuation

Section III: Certifications

In Section III of their bid, Bidders should provide the certifications required under Part 5 and, as applicable, any associated additional information.

Section IV: Additional Information

In Section IV of their bid, Bidders should provide:

1. their legal name;
2. their Procurement Business Number (PBN);
3. the name of the contact person (provide also this person's mailing address, phone and facsimile numbers and email address) authorized by the Bidder to enter into communications with Canada with regards to their bid, and any contract that may result from their bid;
4. for Part 2, article 2.3, Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information;

3.2 Accessibility Standards

In accordance with the [Treasury Board Contracting Policy](#) and the Accessible Canada Act, federal departments and agencies must consider accessibility criteria and features when procuring goods or services. Therefore, Bidders are encouraged to highlight all the accessibility features and components of their proposal for this requirement and must:

- i. demonstrate how the proposed goods and/or services meet the accessibility requirement at delivery; or
- ii. describe how it would deliver the proposed goods and/or services under any resulting contract in a way that satisfies the mandatory requirement.

ATTACHMENT 1 TO PART 3, PRICING SCHEDULE

1.0 Solutions Pricing Schedule

Note: The bidder should provide the category of personnel, level of expertise, level of effort and number of resources the bidder deems necessary to complete the work required.

The Bidder must provide its quoted all-inclusive fixed price (in Cdn \$) for all of the Work detailed in the SOW.

The price specified below, when quoted by the Bidder, includes the total estimated cost of all travel and living expenses that may need to be incurred for the Work.

Total Evaluated Price for Solutions-based Work \$ _____

(including applicable taxes) \$ _____

2.0 The rates included in this pricing schedule include the total estimated cost of any travel and living expenses that may need to be incurred for:

- a. Work described in Part 6, Resulting Contract Clauses, of this bid solicitation required to be performed within the National Capital Region (NCR). The NCR is defined in the *National Capital Act*, R.S.C. 1985, c. N-4, S.2.
- b. travel between the successful bidder's place of business and the NCR; and
- c. the relocation of resources

Under any resulting contract, Canada will not accept travel and living expenses that may need to be incurred by the contractor for any relocation of resources required to satisfy its contractual obligations.

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:

$$\text{(Hours worked} \times \text{applicable firm per diem rate)} \div 7.5 \text{ hours}$$

- 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.

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. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of Canada will evaluate the bids.
- (c) In addition to any other time periods established in the bid solicitation:
 - (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
 - (ii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

4.1.1 Technical Evaluation

4.1.1.1 Joint Venture Experience

- a) Where the Bidder is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A Bidder is a joint venture consisting of members L and O. A bid solicitation requires that the Bidder demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the Bidder has previously done the work. This Bidder can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is bidding.
- b) A joint venture Bidder may rely on the experience of one of its members to meet any given technical criterion of this bid solicitation.

Example: A Bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the Bidder have 3 years of experience providing maintenance service, and (b) that the Bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single criterion, such as the requirement for 3 years of experience providing maintenance services, the Bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.
- c) Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this bid solicitation. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. If the Bidder has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Bidder to submit this information during the evaluation period. If the Bidder does not submitted this information within the period set by the Contracting Authority, its bid will be declared non-responsive.

Example: A Bidder is a joint venture consisting of members A and B. If a bid solicitation requires that the Bidder demonstrate experience providing resources for a minimum number of 100 billable days, the Bidder may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

that show in total 100 billable days.

- d) Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the bid solicitation period.

4.1.1.2 Mandatory Technical Criteria

Refer to Attachment 1 to Part 4.

4.1.1.3 Financial Evaluation

For bid evaluation and Contractor selection purposes only, the evaluated price of a bid will be determined in accordance with the Pricing Schedule detailed in Attachment 1 to Part 3.

4.1.1.4 Point Rated Criteria

Refer to Attachment 1 to Part 4.

4.2 Basis of Selection

4.2.1 Basis of Selection – Highest Combined Rating of Technical Merit and Price

1. To be declared responsive, a bid must:
 - a. comply with all the requirements of the bid solicitation; and
 - b. meet all mandatory criteria; and
 - c. obtain the required minimum of 8 points overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of 10 points.
2. Bids not meeting "(a) or (b) or (c)" will be declared non-responsive.
3. The selection will be based on the highest responsive combined rating of technical merit and price. The ratio will be 70% for the technical merit and 30% for the price.
4. To establish the technical merit score, the overall technical score for each responsive bid will be determined as follows: total number of points obtained / maximum number of points available multiplied by the ratio of 70%.
5. To establish the pricing score, each responsive bid will be prorated against the lowest evaluated price and the ratio of 30%.
6. For each responsive bid, the technical merit score and the pricing score will be added to determine its combined rating.

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

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

Basis of Selection - Highest Combined Rating Technical Merit (70%) and Price (30%)				
	Bidder 1	Bidder 2	Bidder 3	
Overall Technical Score	115/135	89/135	92/135	
Bid Evaluated Price	\$55,000.00	\$50,000.00	\$45,000.00	
Calculations	Technical Merit Score	$115/135 \times 70 = 59.62$	$89/135 \times 70 = 46.14$	$92/135 \times 70 = 47.70$
	Pricing Score	$45/55 \times 30 = 24.54$	$45/50 \times 30 = 27.00$	$45/45 \times 30 = 30.00$
Combined Rating	84.16	73.14	77.70	
Overall Rating	1st	3rd	2nd	

ATTACHMENT 1 to PART 4 - TECHNICAL CRITERIA

Mandatory Technical Criteria

The bid must meet the mandatory technical criteria specified below. The Bidder must provide the necessary documentation to support compliance with this requirement.

Bids which fail to meet the mandatory technical criteria will be declared non-responsive. Each mandatory technical criterion should be addressed separately.

No.	Mandatory Technical Criterion (MT)	Met / Not Met	Cross Reference to Proposal
MT1	<p>The bidder must submit a detailed CV for each of the proposed resources, clearly demonstrating that their education and experience meets the competencies of the profession in accordance with the work required in Annex A the SOW</p> <ul style="list-style-type: none"> • The CV must contain the following information, Name of resource; • Language of work • Chronological work description of relevant project experience (including years/months of engagement with start and end dates, and where and how the experience was obtained); and, • Education and professional attainment in relation to the field in chronological order. 		
MT2	<p>The Bidder must provide two (2) project references valued at 1 million dollars or above, where the proposed resources assessed and recommended options for the implementation of a new function of similar scope as described in the SOW, for an organization within a federal government department or Agency, Crown Corporation or Province, State Government department or Agency within the past five (5) years at time of bid closing.</p> <p>If more than the requested number of project references are provided, Canada will only evaluate the first 2 in the order in which they are set out in the Bid.</p> <p>For the purpose of this requirement, similar scope is defined as:</p> <p>Develop and propose a new framework and strategies related to learning products. Define a service support organization, including mandate, structure, roles and responsibilities, key function</p>		

	<p>activities and services to be delivered and measured; Direct and facilitate a project implicating senior leadership and subject matter experts/functional specialists. Each of these two projects must include performance measurements. (we are looking for outcomes more than output i.e. did you reach the objectives/get intended action rather than measure the number of requests received)</p> <p>Please provide customer reference contact information.</p>		
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Point Rated Technical Criteria

Evaluation Procedures

An evaluation team composed of representatives of Canada will evaluate the bids. The Project Authority will evaluate the bids.

	Point Rated Technical Criteria (RT) and Scores	Maximum Number of Points Available	Cross Reference to Proposal
RT1	<p>The Bidder should demonstrate a comprehensive approach and methodology that is designed to complete all the requirements, of the Work as identified in section 10 Tasks and section 11 Deliverables of the SOW by providing a draft strategic approach and work plan.</p>	<p>Bidder conveys a clear and easy to understand proposed draft strategic approach plan.</p> <p>Points will be allocated as follows:</p> <ul style="list-style-type: none"> ○ Approach is not clear (does not address elements in the TASKS or concept is not understood) - 0 points ○ Approach is somewhat clear (Misses most elements in the TASKS or concept is not well understood) – 2 points ○ Approach is clear (Covers the TASKS and presents a clear approach but has more than one unclear concept within an otherwise clear approach) - 5 points ○ Approach is very clear (Covers the TASKS, is well understood and presents a clear approach but has one unclear concept within an otherwise clear approach) - 8 points ○ Approach covers the TASKS and is extremely clear (no unclear concepts) and links all the elements - 10 points 	

Maximum Points Available	10	
Minimum Points Required	8	

PART 5 – CERTIFICATIONS AND ADDITIONAL INFORMATION

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

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. 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 Integrity declaration form available on the [Forms for the Integrity Regime](http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html) website (<http://www.tpsgc-pwgsc.gc.ca/ci-if/declaration-eng.html>), to be given further consideration in the procurement process.

5.1.2 Set-aside for Indigenous Business

This procurement is set aside for Indigenous business under the federal government Set-aside Program for Indigenous Business. Bidders must complete and sign the certification entitled "Certification Requirements for the Set-aside Program for Indigenous Business" attached as Attachment 1 to Part 5 Set-Aside for Indigenous Business - Certification.

By executing the certification, the Bidder warrants that it is an Indigenous business as defined in the Set-aside Program for Indigenous Business.

SACC Manual clause [A3000T](#) (2022-05-12) applies.

5.2 Certifications Precedent to Contract Award and Additional Information

The certifications and additional information listed below should be submitted with the bid but may be submitted afterwards. If any of these required certifications or additional information is not completed and submitted as requested, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Failure to provide the certifications or the additional information listed below within the time frame specified will render the bid non-responsive.

5.2.1 Integrity Provisions – Required Documentation

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

**ATTACHMENT 1 TO PART 5
SET-ASIDE FOR INDIGENOUS BUSINESS**

1. Federal Government's Procurement Strategy for Indigenous Business

1.1 Set-aside for Indigenous Business

1. This procurement is set aside under the federal government Procurement Strategy for Indigenous Business. For more information on Indigenous business requirements of the Set-aside Program for Indigenous Business, see [Annex 9.4](#), Supply Manual.
2. The Bidder:
 - i. certifies that it meets, and will continue to meet throughout the duration of any resulting contract, the requirements described in the above-mentioned annex;
 - ii. agrees that any subcontractor it engages under any resulting contract must satisfy the requirements described in the above-mentioned annex; and
 - iii. agrees to provide to Canada, immediately upon request, evidence supporting any subcontractor's compliance with the requirements described in the above-mentioned annex.
3. The Bidder must check the applicable box below:
 - i. The Bidder is an Indigenous business that is a sole proprietorship, band, limited company, co-operative, partnership or not-for-profit organization.

OR

 - ii. The Bidder is either a joint venture consisting of two or more Indigenous businesses or a joint venture between an Indigenous business and a non-Indigenous business.
4. The Bidder must check the applicable box below:
 - i. The Indigenous business has fewer than six (6) full-time employees.

OR

 - ii. The Indigenous business has six (6) or more full-time employees.
5. The Bidder must, upon request by Canada, provide all information and evidence supporting this certification. The Bidder must ensure that this evidence will be available for audit during normal business hours by a representative of Canada, who may make copies and take extracts from the evidence. The Bidder must provide all reasonably required facilities for any audits.
6. By submitting a bid, the Bidder certifies that the information submitted by the Bidder in response to the above requirements is accurate and complete.

1.2 Owner / Employee Certification - Set-aside for Indigenous Business

The Bidder must provide the following certification for each owner and employee who is Indigenous:

1. I am _____ (*insert "an owner" and/or "a full-time employee"*)
of _____ (*insert name of business*), and an Indigenous
person, as defined in [Annex 9.4](#) of the *Supply Manual* entitled "Requirements for the Set-aside
Program for Indigenous Business".
2. I certify that the above statement is true and consent to its verification upon request by Canada.

Printed name of owner and/or employee

Signature of owner and/or employee

Date

5.3 SACC Manual clause [A3005T](#) (2010-08-16) Status and Availability of Resources

5.4 SACC Manual clause [A3010T](#) (2010-08-16) Education and Experience.

PART 6 - RESULTING CONTRACT CLAUSES

The following clauses and conditions apply to and form part of any contract resulting from the bid solicitation. (Delete this sentence at contract award.)

6.1 Statement of Work

The Contractor must perform the Work in accordance with the Statement of Work in Annex "A"

6.2 Standard Clauses and Conditions

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

6.2.1 General Conditions

[2035](#) (2022-12-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

6.2.2 Supplemental General Conditions

[4007](#) (2022-12-01), Supplemental General Conditions- Canada to own intellectual property rights in Foreground Information

6.3 Security Requirement

There are no security requirements applicable to the Contract.

6.4 Term of Contract

6.4.1 Period of the Contract

The period of the Contract is from date of Contract to _____(one year thereafter) inclusive.

6.4.2 Option to Extend the Contract

The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one (1) year periods under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

Canada may exercise this option at any time by sending a written notice to the Contractor. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a formal contract amendment.

6.4.3 Termination on Thirty Days Notice

Canada reserves the right to terminate the Contract at any time in whole or in part by giving thirty (30) calendar days written notice to the Contractor.

In the event of such termination, Canada will only pay for costs incurred for services rendered and accepted by Canada up to the date of the termination. Despite any other provision of the Contract, there will be no other costs that will be paid to the Contractor as a result of the termination.

6.5 Authorities

6.5.1 Contracting Authority

The Contracting Authority for the Contract is:

Mark St-Laurent
Supply Specialist
Public Works and Government Services Canada
Real Property and Commercial Acquisitions Sector
Acquisition Program
Tel: 873-354-1238
E-mail: mark.stlaurent@pwgsc-tpsgc.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.

6.5.2 Project Authority (To be completed at contract award)

The Project Authority for the Contract is:

Name: _____
Title: _____
Organization: _____
Address: _____
Telephone: ____-____-____
E-mail address: _____

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

6.5.3 Contractor's Representative (To be completed at contract award)

Name:
Tel:
E-mail:

6.6 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: 2019-01 of the Treasury Board Secretariat of Canada.

6.7 Payment

6.7.1 Basis of Payment: Fixed time rate – Ceiling price

The Contractor will be paid for the Work performed in accordance with the Basis of payment at Annex B to a ceiling price of \$ _____ Customs duties are included and Applicable Taxes are extra.

6.7.2 Limitation of Price

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.

6.7.3 Method of Payment – Monthly

Canada will pay the Contractor on a monthly basis for work performed during the month covered by the invoice in accordance with the payment provisions of the Contract if:

- a. an accurate and complete invoice and any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract;
- b. all such documents have been verified by Canada;
- c. the Work performed has been accepted by Canada.

6.7.4 Time Verification

Time charged and the accuracy of the Contractor's time recording system are subject to verification by Canada, before or after payment is made to the Contractor. If verification is done after payment, the Contractor must repay any overpayment, at Canada's request.

6.8 Invoicing Instructions

1. The Contractor must submit invoices in accordance with the section entitled "Invoice Submission" of the general conditions. Invoices cannot be submitted until all work identified in the invoice is completed.

Each invoice must be supported by:

- a. a copy of time sheets to support the time claimed;
 - b. a copy of the monthly progress report.
2. Invoices must be distributed as follows:
 - a. The original and one (1) copy must be forwarded to the address shown on page 1 of the Contract for certification and payment.
 - b. One (1) copy must be forwarded to the Contracting Authority identified under the section entitled "Authorities" of the Contract.

6.9 Certifications and Additional Information

6.9.1 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.

6.9.2 Indigenous Business Certification

SACC Manual clause **A3000C** (2022-05-12) Indigenous Business Certification

6.10 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in _____ (to be inserted at contract award).

6.11 Priority of Documents

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

- (a) the Articles of Agreement;
- (b) the general conditions **2035** (2022-12-01) General Conditions - Higher Complexity - Services;
- (c) the supplemental general conditions **4007** (2022-12-01) Canada to own intellectual property rights in Foreground Information;
- (d) Annex A Statement of Work;
- (e) Annex B Basis of Payment
- (f) the Contractor's bid dated _____

6.12 Inspection and Acceptance

The Project Authority is the Inspection Authority. All reports, deliverable items, documents, goods and all services rendered under the Contract are subject to inspection by the Inspection Authority or representative. Should any report, document, good or service not be in accordance with the requirements of the Statement of Work and to the satisfaction of the Inspection Authority, as submitted, the Inspection Authority will have the right to reject it or require its correction at the sole expense of the Contractor before recommending payment.

6.13 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**".

ANNEX A

STATEMENT OF WORK

1. Description

Design of an Indigenous Leadership Practices Program for Public Works and Government Services Canada (PWGSC) employees.

2. Requirement

Public Works and Government Services Canada (PWGSC) has a specific requirement for the services of an organization/consultant to provide a solution based service that will support/undertake the planning (including guidelines and framework), research and consultation, design, piloting, trainer preparation, implementation and evaluation phases of a comprehensive leadership program for a non-indigenous leaders target audience of managers and executives. Organization/consultant to manage the project in its entirety, except for aspects of scheduling participants' training sessions and conducting evaluations.

3. Background

The Client is a learning and development team of leadership and culture change experts embedded within a branch of PWGSC. It offers consulting guidance and expert advice with a systemic lens of leadership for culture change to address shifting business needs and drive results and excellence while promoting balanced and sustainable wellbeing. It also designs and implements learning products related to its mandate for different types of clientele, including managers and executives.

As part of PWGSC's departmental strategies to respond to the Truth and Reconciliation Commission's Calls to Action, the Client is overseeing the planning, design and implementation of a Leadership Program which finds its foundations in traditional Indigenous common practices and mindsets.

4. Scope

4.1 Phase 1 Output

The Indigenous Leadership Practices Program consists of three phases, which together form a comprehensive leadership program. Each phase of the Program consists in a package of a variety of learning products, which introduce Indigenous leadership practices and mindsets that overlap with transformational, shared and character-based leadership practices and principles.

4.2 Phase 2 Involvement of Indigenous Resources

This project supports PWGSC's commitments to meet the Truth and Reconciliation Commission's Calls to Action, with particular emphasis on # 57 (Professional development & training for public servants) and #92 (Business and Reconciliation) Calls to Action. As such:

- Research and design phases must involve consultations with several elders, knowledge-keepers and Indigenous culture academics who represent the Canadian geographical diversity of Indigenous traditional practices.
- Design must be undertaken by at least one Indigenous Learning Designer.
This project also supports PWGSC's commitment to meet the Treasury Board Secretariat minimum **mandatory target of 5% for contracts awarded to Indigenous businesses.**

4.3 Phase 3 Project Duration

The comprehensive leadership program must be fully implemented by March 31, 2025. Completed phases may be launched by the client while the contractor completes the design of subsequent phases. A breakdown of deadlines is provided under section [11. Deliverables](#).

5. Applicable documents requirements

All materials must:

- Be created using the Microsoft Suite of products
- Comply with accessibility requirements applicable to the Government of Canada
- Meet copyright guidelines of the Government of Canada Copying Licence
- Stock images used in materials must be royalty-free
- Not contain confidential information

6. Meetings

Meetings to be held on weekdays Monday to Friday during typical core business hours 8:30am-4:30pm EST, with some flexibility to accommodate different time zones.

The Client and the Contractor will meet virtually, via Zoom or MS Teams, at a minimum for the milestones below, and for ad hoc meeting as required for clarification, with the schedule to be determined by the Client:

- Kick-Off meeting
- Status/Progress meetings
- Deliverable hand-off meetings
- Acceptance meetings
- Pilot sessions
- Train-the-Trainer sessions
- Present a project management plan including major milestones and timelines
- Propose a progress meeting schedule for all deliverables

7. Client support

The Client will undertake the following:

- Coordinate Zoom or MS Team meetings and/or program delivery sessions for participants
- Provide electronic copies of departmental document templates
- Provide links and/or access to:
 - Departmental communication standards
 - Policies and or documents which may be required in the context of the research and/or design of the materials
- Translation of all materials from English to French (or vice-versa)
- Final accessibility compliance review
- Final GBA+ standards check
- Upload program materials to client's own LMS (Learning Management System)
 - Answering participants' questions and provide help when required.

8. Technical requirements

- Client will continue to use existing LMS, on which the Contractor will be briefed
- Contractor must submit all materials in either English or French

- Client will undertake translation of all materials using their own translation program
- Client's E-Learning specialist will conduct final accessibility compliance exercise
- Meetings with contractor and program delivery sessions will be conducted via Zoom or MS Teams.
- Client's survey software will be used to conduct evaluations prepared by contractor

9. Tasks

Task 1: Kick-Off the Project

The Contractor meets with the Project Authority to explore the client's vision for this initiative and discuss:

- Learning requirements for the target delivery audience (non-Indigenous leaders)
- Program architecture and learning design approach
- Milestones and deadlines
- Format and required look & feel of program materials
- Requirements related to the use of a Learning Management System (LMS)
- Project Terms of Reference and Project Workplan

Task 2: Conduct Research and consultations

Conduct and document research to support the establishment of clear and effective program learning objectives by:

- Reviewing trends, policies and directives related to Indigenous Leadership Awareness within and outside of the public service
- Researching and referencing new human-centered Senior Leaders Strategy/ character-based leadership to be implemented by Treasury Board/OCHRO and aligning with Indigenous leadership model
- Consulting with several elders, knowledge-keepers and Indigenous culture academics who represent the Canadian geographical diversity of Indigenous traditional practices and mindsets (First Nations, Inuit, and Métis)
- Identify the recommended fundamental learning elements to include in the three-phase program, based on shared practices and ways of being of a representative collection of various Canadian Indigenous cultural practices

Task 3: Develop a Learning Strategy

Develop a comprehensive learning strategy that:

- Is aligned with departmental and governmental priorities and realities
- Follows the PWGSC executives and managers' optimal and preferred learning methods
- Blends the preferred learning approach of the target clientele with the traditional Indigenous learning approach
- Considers the Truth and Reconciliation Commission's Calls to Action, with particular focus on # 57 (Professional development & training for public servants) and #92 (Business and Reconciliation)
- Is grounded in the evidence-based principles of interactive micro-learning or bite-sized learning for adults in workplace environment
- Is grounded in evidence-based principles of virtual instructor-led training
- Identifies how the program learning objectives will be achieved over a three-year period
- Reflects the diversity of Indigenous peoples which includes First Nations, Inuit, and Métis peoples

Task 4: Develop a Program Architecture and Lesson Plans

Develop a comprehensive Program Architecture and lesson plans for each of the three program phases, identifying:

- Learning objectives
- Desired outcome (mindsets, behaviors, knowledge, skills)
- Experiential learning approach to be used
- Key performance indicators for program participants
- Key program performance indicators and program evaluation method(s)

Task 5: Design Program Materials

Draft and finalize program materials for each phase, which may include but is not limited to:

- Participant manual
- Facilitator manual
- Presentation material (including Instructor notes for individual slides)
- Handouts (checklists, summaries, etc.)
- Exercises
- Self-assessments
- Evaluations

Task 6: Prepare for Implementation

In preparation for the program implementation, dispense the following services for each phase (see details in section 11 deliverables).

- Deliver pilot session(s) to a reduced number of non-Indigenous leaders (participants) and PWGSC-LCCD facilitators (observers), which will serve as the Train-the-trainer sessions to PWGSC facilitators
- As needed, supplement with training and/or discussions to support facilitators in using new materials, framework and guidelines
- Gather feedback from participants and observers
- Adjust framework, design and/or materials based on feedback

Task 7: Implement the Program

Support the Project Authority in launching each program phase by dispensing the following services:

- Facilitate pilot sessions and train-the-trainer sessions based on the Client's chosen format(s) of facilitation for the program delivery which may include, but is not limited to in-person facilitation (for example classroom), virtual facilitation, and/or hybrid facilitation (for example classroom and virtual).
- Provide virtual facilitation designed for a hybrid workplace environment, that is moving from an emphasis on web content to a more interactive structure that recognizes the social and interactive elements of knowledge construction, and to pedagogical approaches that enable learner-centered, rather than facilitator-driven learning
- Provide virtual facilitation that is:
 - Promoting interactivity and discussions;
 - Maintaining a pace suitable to the course schedule;
 - Creating and fostering a collaborative and safe environment for participants;
 - Motivating learners to take responsibility for their own learning;
 - Catering to different learning preferences and learner needs;
 - encouraging collaborative work and learner-learner or group discussions;
 - Encouraging open forum type of discussions with participants;
- Moderating and/or managing discussions, encouraging and gently guiding the discussion, planting ideas or starting new topics, managing differences of opinion or perspectives effectively, raising awareness for cultural diversities and needs, with a focus on the impact of leadership behaviours on the team and organizational culture;
- Sharing information and resources with the group;
- Answering participants' questions and provide help when required.

- Provide support while gradually shifting the following responsibilities to the Client:
 - Adjustments to design and/or materials based on feedback;
 - Facilitation of the program.
- May involve some co-facilitation, observation and/or discussions with the Client;
- Gather feedback from participants and observers;
- Collaborate with Project Authority to evaluate program effectiveness based on established learning objectives, feedback and key performance indicators.

11. Deliverables

Contractor to manage the project in its entirety, except for aspects of scheduling participants' training sessions and conducting evaluations.

Deliverable	Phase/Description	Estimated Due Date
D1	Program Guidelines and Framework	Within 3 months of contract award
D2	Phase 1 Content Bundle	Within 7 months of Deliverable 1
D3	Phase 2 Content Bundle	Within 1 year of Deliverable 2
D4	Phase 3 Content Bundle	Within 14 months of Deliverable 2, simultaneous work on D3 & D4
D5	Program Hand-Over	Within 3 months after completion of D4

Deliverable 1 – Program Guidelines and Framework (Target end date 31/03/2023)

- High-level overview of research and findings
- Learning strategy
- Phase 1 Lesson Plan
- Phase 2 Lesson Plan
- Phase 3 Lesson Plan
- Evaluation strategy

Deliverable 2 – Phase 1 Content Bundle (Target end date 31/10/2023)

- For upload into Client's Learning Management System (LMS)
 - Participant manual
 - Participant handouts (if applicable)
 - Presentation materials
- For upload into Client's Information Management (IM) System
 - Facilitator manual
 - Agenda / Module Overview
 - Additional reference materials (if applicable)
- Virtual deliveries:
 - Pilot session(s)
 - Train-the-Trainer session
 - Special event(s)/Q&A pilot session(s) (if applicable)
- Evaluation and Reports
 - Evaluations for each virtual delivery

- Feedback report
- Content update requirement report
 - Impacts to all Phase 1 draft materials
 - Impacts to deliverables of the *Program Guidelines and Framework* bundle
- Updated materials (as applicable)
 - Final versions of all Phase 1 materials
 - Updated versions of deliverables under the *Program Guidelines and Framework* bundle

Deliverable 3 – Phase 2 Content Bundle (Target end date 31/10/2024)

- For upload into Client's Learning Management System (LMS)
 - Participant manual
 - Participant handouts (if applicable)
 - Presentation materials
- For upload into Client's Information Management (IM) System
 - Facilitator manual
 - Agenda / Module Overview
 - Additional reference materials (if applicable)
- Virtual deliveries:
 - Pilot session(s)
 - Train-the-Trainer session
 - Special event(s)/Q&A pilot session(s) (if applicable)
- Evaluation and Reports
 - Evaluations for each virtual delivery
 - Feedback report
 - Content update requirement report
 - Impacts to all Phase 2 draft materials
 - Impacts to deliverables of the *Program Guidelines and Framework* bundle
- Updated materials (as applicable)
 - Final versions of all Phase 2 materials
 - Updated versions of deliverables under the *Program Guidelines and Framework* bundle

Deliverable 4 – Phase 3 Content Bundle (Target end date 31/12/2024)

- For upload into Client's Learning Management System (LMS)
 - Participant manual
 - Participant handouts (if applicable)
 - Presentation materials
- For upload into Client's Information Management (IM) System
 - Facilitator manual
 - Agenda / Module Overview
 - Additional reference materials (if applicable)
- Virtual deliveries:
 - Pilot session(s)
 - Train-the-Trainer session
 - Special event(s)/Q&A pilot session(s) (if applicable)
- Evaluation and Reports
 - Evaluations for each virtual delivery
 - Feedback report
 - Content update requirement report
 - Impacts to all Phase 3 draft materials
 - Impacts to deliverables of the *Program Guidelines and Framework* bundle
- Updated materials (as applicable)

- Final versions of all Phase 3 materials
- Updated versions of deliverables under the *Program Guidelines and Framework* bundle

Deliverable 5 – Program Hand-Over Target date by 31/03/2025

Provide input and guidance regarding evaluation tools, program design, communications, learning materials, event and learning module delivery implementation planning, on an as required basis. All program materials will become intellectual property of client.

ANNEX "B"

BASIS OF PAYMENT

(TO BE INSERTED AT CONTRACT AWARD)