**RETURN BIDS TO :**
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Bid Receiving / Réception des soumissions

**Email / Courriel :urp-bru@international.gc.ca**

# REQUEST FOR PROPOSAL
# DEMANDE DE PROPOSITION

**Proposal to:** Department of Foreign Affairs Trade and Development.

We hereby offer to sell to His Majesty the King 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.

**Proposition aux :** Ministère des Affaires étrangères, commerce et développement

Nous offrons par la présente de vendre à Sa Majesté le Roi 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).

**Comments - Commentaires**

**Issuing Office – Bureau de distribution**
Foreign Affairs, Trade and Development SPBC /
Affaires étrangères, commerce et développement, SPBC
200 Promenade du Portage,
Gatineau, QC

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

**Date**
February 9th, 2024

**Solicitation No. / Nº de l'invitation**
24-251054

**Client Reference No. / No. de référence du client(e)**

**Solicitation Closes / L'invitation prend fin**

**At /à :** 2:00 PM

EST (Eastern Standard Time / HNE (Heure Normale de l'Est)

**On / le:** **March 20, 2024**

**F.O.B. / F.A.B.**

**Plant-Usine:** ☐ **Destination:** ☒ **Other-Autre:** ☐

**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)

**Address Inquiries to :**
**Adresser toute demande de renseignements à :**

**Isabelle Doray**

**Contracting Authority**

**Email / Courriel: urp-bru@international.gc.ca**

| **Delivery Required / Livraison exigée** | **Delivery Offered / Livraison proposée** |
|---|---|
| | |

**Vendor Name, Address and Representative / Nom du vendeur, adresse et représentant du fournisseur/de l'entrepreneur**

**Telephone No. / No. 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 (taper ou écrire en caractères d'imprimerie)**

| **Signature** | **Date** |
|---|---|
| | |

# Table of Contents

# 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.

## 1.2 Summary

Department of Foreign Affairs, Trade and Development (DFATD) requires the services of a contractor that will implement and manage the Outcome Fund for Education Results (OFFER) Project in Colombia.

The overall objective is to improve education so that learners in Colombia have improved opportunities for access, retention, and achievement in the education system. Furthermore, the project intends to create 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 programming employing public and private sector partnerships.

## 1.3 Resulting contract

This bid solicitation aims to award **one (1) contract for an initial period of five (5) years** from the award of the contract.

The resulting contract will take effect on the date of the signature and will end on May 31, 2029

## 1.4 Security Requirements

There is no security requirement associated with this bid solicitation.

## 1.5 Statement of Work

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

## 1.6 Comprehensive Land Claims Agreements (CLCAs)

The resulting contract will not include deliveries within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to Comprehensive Land Claims Agreements (CLCAs). Any requirements for deliveries within locations within Yukon, Northwest Territories, Nunavut, Quebec, or Labrador that are subject to CLCAs will have to be treated as a separate procurement, outside of this bid solicitation.

### 1.7 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.

### 1.8 Trade Agreements

The requirement is subject to the provisions of the:

Canadian Free Trade Agreement; Canada–Chile Free Trade Agreement; CPTPP; Canada–Colombia Free Trade Agreement; Comprehensive Economic and Trade Agreement (European Union); Canada–Honduras Free Trade Agreement; Canada–Korea Free Trade Agreement; North American Free Trade Agreement (NAFTA) Canada/US; North American Free Trade Agreement (NAFTA) Canada/Mexico; Canada–Panama Free Trade Agreement; Canada–Peru Free Trade Agreement; Canada–Ukraine Free Trade Agreement; World Trade Organization–Government Procurement Agreement (WTO-GPA).

### 1.9 Federal Contractors Program for Employment Equity

The Federal Contractors Program (FCP) for employment equity applies to this procurement; refer to Part 5 – Certifications and Additional Information, Part 7 - Resulting Contract Clauses and the attachment 1 of part 5 titled Federal Contractors Program for Employment Equity - Certification.

### 1.10 Accessibility Standards

In accordance with the Directive on the Management of Procurement 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.

# PART 2 - BIDDER INSTRUCTIONS

**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)**.

## 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 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 (2023-06-08) Standard Instructions - Goods or Services - Competitive Requirements, are incorporated by reference into and form part of the bid solicitation.

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

Delete: 60 days

Insert: 180 days

**b)** Section 08, Transmission by facsimile or by Canada Post Corporation's (CPC) Connect service, of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:

**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**

Canada requires that each bid, at solicitation closing date and time or upon request from the Contracting Authority, be signed by the Bidder or by an authorized representative of the Bidder.

## 2.2 Technical Difficulties of Bid Transmission

Despite anything to the contrary in (05), (06) or (08) of the Standard Instructions, where a Bidder has commenced transmission of its bid through an electronic submission method (such as facsimile or Canada Post Corporation's (CPC) Connect service, or other online service) in advance of the bid solicitation closing date and time, but due to technical difficulties, Canada was unable to receive or decode the entirety of the Bid by the deadline, Canada may nonetheless accept the entirety of the Bid received after the bid solicitation closing date and time, provided that the Bidder can demonstrate the following:

i. The bidder contacted Canada in advance of the bid solicitation closing date and time to attempt to resolve its technical difficulties, OR

ii. The electronic properties of the Bid documentation clearly indicate that all components of the Bid were prepared in advance of the bid solicitation closing date and time.

## 2.3 Completeness of the Bid

After the closing date and time of this bid solicitation, Canada will examine the Bid to determine completeness. The review for completeness will be limited to identifying whether any information submitted as part of the bid can be accessed, opened, and/or decoded. This review does not constitute an evaluation of the content, will not assess whether the Bid meets any standard or is responsive to all solicitation requirements, but will be solely limited to assessing completeness. Canada will provide the Bidder with the opportunity to submit information found to be missing or incomplete in this review within two business days of notice.

Specifically, the bid will be reviewed and deemed to be complete when the following elements have been submitted by the bidder:

1. That certifications and securities required at bid closing are included.
2. That bids are properly signed, that the bidder is properly identified.
3. Acceptance of the terms and conditions of the bid solicitation and resulting contract.
4. That all documents created prior to bid closing but due to technical difficulties Canada was unable to receive them, have been properly submitted and received by Canada.
5. All certifications, declarations and proofs created prior to bid closing but due to technical difficulties Canada was unable to receive them, have been properly submitted and received by Canada.

### 2.4 Inquiries - Bid Solicitation

All enquiries must be submitted **BY E-MAIL ONLY** to the Contracting Authority **urp-bru@international.gc.ca no later than three (3) days calendar 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 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 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 **no later than 5 calendar days** before the bid closing date. Canada will have the right to accept or reject any or all suggestions.

### 2.6 Applicable Laws

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

### 2.7 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.

# PART 3 - BID PREPARATION INSTRUCTIONS

## 3.1. Bid Preparation Instructions

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

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

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

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

**<u>Important Note</u>:**

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 **<u>not exceed 20MB</u>**; 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.

Canada is committed to achieving <u>net zero greenhouse gas (GHG) emissions by 2050</u> in an effort to position Canada for success in a green economy and to mitigate climate change impacts. As a result, future solicitations may include the following:

- there may be evaluation criteria or other instructions in the solicitation or contract documents related to measuring and disclosing your company's GHG emissions.
- you may be requested or required to join one of the following initiatives to submit a bid, offer or arrangement or if you are awarded the contract:
    - Canada's Net-Zero Challenge.
    - the United Nations Race to Zero.
    - the Science-based Targets Initiative.
    - the Carbon Disclosure Project.
    - the International Organization for Standardization.
- you may be required to provide other evidence of your company's commitment and actions toward meeting net zero targets by 2050.

**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**

**A.** Bidders must submit their financial bid in Canadian funds and in accordance with the **Basis of Payment in Annex "B".**

**B.** Bidders must submit their price destination; Canadian customs duties and excise taxes included, as applicable; and Applicable Taxes excluded.

**C.** When preparing their financial bid, Bidders should review clause Financial Evaluation, of Part 4 and Payment, of Part 6 of the bid solicitation.

**D. Exchange Rate Fluctuation**

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.

**E. Electronic Payment of Invoices - Bid**

Canada requests that the bidder accepts to be paid by the following Electronic Payment Instrument:

( ) Direct Deposit (Domestic and International)

The Bidder is not obligated to accept payment by Electronic this Payment Instrument.

Acceptance of Electronic Payment Instruments will not be considered as an evaluation criterion.

**Section III: Certifications and Additional Information**

In Section III of their bid, bidders should provide the certifications and additional information required under Part 2 and 5 and, as applicable, any associated additional information such as:

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 5, article on Former Public Servant, of the bid solicitation: the required answer to each question; and, if the answer is yes, the required information;
5. for Part 6, Security Requirement, of the bid solicitation:

a) for each individual who will require access to classified or protected information, assets or sensitive work sites:

- the name of the individual;
- the date of birth of the individual; and
- if available, information confirming the individual meets the security requirement as indicated in Part 6 - Resulting Contract Clauses.

and

b) for each proposed location of work performance or document safeguarding, the address containing the information below.

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

**6.** Attachment 1 to Part 5 – List of Names for Integrity Verification Form

**7.** Attachment 2 to Part 5 - Federal Contractors Program for Employment Equity – Certification

# 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 Mandatory and Point Rated technical and financial evaluation criteria.

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

### 4.1.1. Mandatory Technical Criteria

Refer to ANNEX E-1

### 4.1.2. Mandatory Financial Criteria

Refer to ANNEX E-2

### 4.1.3. Point Rated Technical Criteria

Refer to ANNEX E-3

### 4.1.4. Financial Evaluation

For the purpose of bid evaluation and contractor selection the **TOTAL Evaluated bid price** will be calculated as follows**, using the Annex B Basis of Payment**:

| TOTAL EVALUATED BID PRICE | |
|---|---|
| **TOTAL Initial Period (YEAR 1 TO YEAR 5) (A+B+C+D+E+F) Limitation of Expenditure** | **$** |
| **TOTAL EVALUATED BID PRICE** | **$** |
| **The Bidder should indicate which tax rate it will be charging. Tax on Goods and Services_______%** | **$** |

## 4.2 Basis of Selection

**Highest Combined Rating of Technical Merit and TOTAL Evaluated bid price**

**4.2.1.** To be declared responsive, a bid must:

**(a)** comply with all the requirements of the bid solicitation; and

**(b)** meet all technical and financial mandatory criteria; and

**(c)** obtain the required minimum of **117 points** overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **195 points**.

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

**4.2.3.** 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 TOTAL Evaluated bid price**.

**4.2.4.** 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%.**

**4.2.5.** To establish the **pricing score**, each responsive bid will be prorated against the lowest **TOTAL Evaluated bid price** and the ratio of **30%.**

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

**4.2.7.** Neither the responsive bid obtaining the highest technical score nor the one with the lowest TOTAL Evaluated bid price will necessarily be accepted. The responsive bid with the highest combined rating of technical merit and TOTAL Evaluated bid 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 an 70/30 ratio of technical merit and price, respectively. The total available points equal 135 and the lowest **TOTAL Evaluated bid price** is $45,000 (45).

| **Example: 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 | 45/45 x 30 = 30.00 |
| **Combined Rating** | | 84.18 | 73.15 | 77.70 |
| **Overall Rating** | | **1st** | **3rd** | **2nd** |

# PART 5 – CERTIFICATIONS AND ADDITONAL 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 – 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.

The Bidders must complete and provide with their bid the **ATTACHMENT 1 TO PART 5, LIST OF NAMES FOR INTEGRITY VERIFICATION FORM**

### 5.1.2 Federal Contractors Program for Employment Equity - Bid Certification

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" 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 2 TO 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 2 TO PART 5, FEDERAL CONTRACTORS PROGRAM FOR EMPLOYMENT EQUITY** for each member of the Joint Venture.

### 5.1.3 Status and Availability of Resources

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

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

### 5.1.4 Education and Experience

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

### 5.1.5 Contractor's Representative

The Contractor's Representative for the Contract is:

Name: ______________________

Title: ______________________

Address: ______________________

Telephone: ______________________

E-mail: ______________________

### 5.1.6 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:

______________________________________________

### 5.1.7 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. To comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below before contract award.

#### 5.1.7.1 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.

#### 5.1.7.2 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.

#### 5.1.7.3 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.

### 5.1.8 Language Requirement(s)

In order to be able to deliver the services of this RFP resulting contract, 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 Spanish**

**ADVANCED PROFICIENCY**

For the purpose of this RFP and resulting contract, an individual who is "advanced" **in English and/or French and 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.

### 5.1.9 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.

### 5.1.10 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:**

**The following certification signed by the contractor or an authorized officer:**

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

| 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

| **Dénomination complète de l'entreprise / Complete Legal Name of Company** | |
|---|---|
| | |
| **Adresse de l'entreprise / Company's address** | |
| | |
| **NEA de l'entreprise / Company's PBN number** | |
| | |
| **Numéro de l'appel d'offre / Request for proposal's number** | |
| **24-251054** | |
| **Board of Directors** (Use format – First name, Last name) | |
| 1. Membre / Director | |
| 2. Membre / Director | |
| 3. Membre / Director | |
| 4. Membre / Director | |
| 5. Membre / Director | |
| **Autres Membres / Other members:** | |
| | |
| **Commentaires / Comments** | |
| | |

# 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

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

## 6.1 Security Requirements

There is no security requirement applicable to the Contract.

### 6.1.1. 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.

## 6.2 Subcontractors

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

## 6.3 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 _______.

## 6.4 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.

### 6.4.1. General Conditions

**2035 (2022-12-01)** Higher Complexity - Services

https://achatsetventes.gc.ca/politiques-et-lignes-directrices/guide-des-clauses-et-conditions-uniformisees-d-achat/3/2035/21 apply to and form part of the Contract with the following replacements.

**Section 08 – Replacement of Specific Individuals**, of General Conditions **2035** (2022-12-01) – Higher Complexity – Services is deleted and replaced with the following:

1. if the Contractor is unable to provide the services of any specific individual identified in the Contract to perform the services, the Contractor must within five working days of the individual's departure or failure to commence Work (or, if Canada has requested the replacement, within ten working days of Canada's notice of the requirement for a replacement) provide to the Contracting Authority:
   a. the name, qualifications and experience of a proposed replacement immediately available for Work; and
   b. security information on the proposed replacement as specified by Canada, if applicable.

   Any assessment of the information provided will occur as per 2 (b) below.
2. Subject to an Excusable Delay, where Canada becomes aware that a specific individual identified under the Contract to provide services has not been provided or is not performing, the Contracting Authority may elect to:
   a. exercise Canada's rights or remedies under the Contract or at law, including terminating the Contract for default under Article titled "Default of the Contractor"; or
   b. assess the information provided under 1 (a) and (b) above or, if it has not yet been provided, require the Contractor propose a replacement to be rated by the Technical Authority. The replacement must have qualifications and experience that meet or exceed those obtained for the original resource and be acceptable to Canada. Upon assessment of the replacement, Canada may accept the replacement, exercise the rights in 2 (a) above, or require the Contractor to propose another replacement within five working days' notice.
3. Where an Excusable Delay applies, Canada may require 2 (b) above instead of terminating under the "Excusable Delay" Article. An Excusable Delay does not include resource unavailability due to allocation of the resource to another Contract or project (including those for the Crown) being performed by the Contractor or any of its affiliates.
4. The Contractor must not, in any event, allow performance of the Work by unauthorized replacement persons. The Contracting Authority may order that a resource stop performing the Work. In such a case, the Contractor must immediately comply with the order. The fact that the Contracting Authority does not order that a resource stop performing the Work does not relieve the Contractor from its responsibility to meet the requirements of the Contract.
5. The obligations in this article apply despite any changes that Canada may have made to the Client's operating environment.

**Subsection 12** – Invoice submission, of General Conditions 2035 (2022-12-01) – Higher Complexity – Services is deleted and replaced with the following:

**Invoice submission**

1. Invoices must be submitted in the Contractor's name to Project/Technical 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, task authorization, 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.

**Subection 17 - Interest on Overdue Accounts**, of General Conditions **2035** (2022-12-01) – Higher Complexity – Services - will not apply to payments made by credit cards.

**Subsection 30 - Paragraph 04 - Termination for convenience**, of General Conditions **2035** (2022-12-01) – Higher Complexity – Services is deleted and replaced with the following paragraphs 04, 05 and 06:

04) The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract

05) Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of:

   a. the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination; or

   b. the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.

06) The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

**Subsection 31** – Audit, of General Conditions **2035** (2022-12-01) – Higher Complexity – Services is deleted and replaced with the following:

1. To enable Canada to determine whether the Work has been performed and the price charged for the Work is in accordance with the Contract terms and whether best value has been achieved for Canada, the Contractor must maintain complete and accurate records of the estimated and actual cost of the Work.
2. Such records include all tender calls, quotations, contracts, correspondence, source documents for accounting entries such as Excel or other spread sheets in numeric and machine readable form (not PDF copies), books and ledgers of initial accounting entries, work sheets, spreadsheets and other documentation supporting cost allocations, computations, reconciliations and assumptions made by the Contractor in relation to the Contract. Copies are generally not acceptable and can only be used where originals are unavailable due to unusual circumstances, such as fire, flood or theft.
3. The Contractor must establish and maintain an accounting system that enables Canada to readily identify these records.
4. These records must be made available on request, for examination by Canada, or by persons designated to act on behalf of Canada during normal business hours at the contractor's office or place of business. In the event that no such location is available, then the financial records, together with the supporting or underlying documents and records, must be made available for examination at a time and location that is convenient for Canada.
5. The Contractor must maintain such records, and Canada and its authorized representatives will have the right to examine such records, at all times during the term of this Contract and for a period of seven years after it receives the final payment under the Contract, or until the settlement of all outstanding claims and disputes, whichever is later. Should an examination reveal any overpayments by Canada, these will be claimed by Canada and immediately repaid by the Contractor.
6. Canada and its authorized representatives have the right to examine, and to make copies of, or extract from, all such records in whatever form they may be kept, relating to or pertaining to this Contract kept by or under the control of the Contractor, including but not limited to those kept by the Contractor, its employees, agents, successors, and subcontractors.
7. The Contractor must cause all subcontractors at any tier and all other persons directly or indirectly controlled by, or affiliated with the Contractor, to comply with the requirements of this clause as if they were the Contractor.

**1031.2 (2012-07-16)** **Contract Cost Principles**

https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/3/1031-2/6 apply to and form part of the Contract

**6.4.2. 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.

### 6.5 Initial Period of the Contract

The Initial period of the Contract is from date of Contract signature to May 31, 2029

### 6.6 Authorities

#### 6.6.1 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: TBC

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.

#### 6.6.2 Technical 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 Technical 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 Technical Authority; however, the Technical 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.

#### 6.6.3 Contractor's Representative

(Fill in at time of contract award.)
Name:
Contractor:
Telephone:
E-Mail:

### 6.7 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.

### 6.8 Basis of Payment - 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

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.

**Limitation of Expenditure for Professional Services - CAN $______________00**

(insert amount at time of contract award)

#### B. Sub-contractors: Technical Specialists & Independent Verification Agent

The Contractor will be reimbursed for Sub-contractors' services on a per diem-based fee as required by DFATD. All Sub-contractors' fees and tasking under this line item must be pre-authorized, in writing, by the Technical Authority.
These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers.

NOTE: The Limitation of Expenditure for the Sub-contractors MUST NOT be used to substitute resources named under table A. Categories of Professional Services.

**Limitation of Expenditure**

**for Sub-contractors / technical specialist / Independent Verification Agent - CAN $ 2,585,000.00**

#### C. Authorized Travel, Transportation 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 "travelers", rather than those referring to "employees". Canada will not pay the Contractor any incidental expense allowance for authorized travel.

**<u>Expenditures for Travel, Transportation and Living Expenses MUST have the prior authorization of the Technical Authority. Proof of actual expenditure MUST be provided with the invoice.</u>**

All payments are subject to government audit.

**Limitation of Expenditure for Travel, Transportation and Living Expenses - CAN <u>$ 175,000.00</u>**

### D. Other Direct Costs - Registration fees for third parties

The Contractor will be reimbursed for the registration fees that are reasonably and properly incurred for third parties attending information and training sessions, knowledge sharing events with stakeholders and conferences.

These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers.

**Limitation of Expenditure for Other Direct Costs**

**Registration fees for third parties (without mark-up) - CAN <u>$ 200,000.00</u>**

### E. Other Direct Costs – Transportation, accommodation for third parties.

The Contractor will be reimbursed for the direct costs that it reasonably and properly incurred for the transportation, accommodation of third parties, during their participation in the training and knowledge sharing sessions.

By third party we mean participants who do not receive fees, remuneration or other forms of compensation through the budget of this contract.

These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers.

**Limitation of Expenditure for Other Direct Costs**

**Transportation, accommodation for third parties (Without mark-up) - CAN <u>$ 150,000.00</u>**

### F. Outcome payments for Pay-For-Results (By Task Authorizations Only)

In consideration of the Contractor satisfactorily completing of all its obligations under the task authorization previously approved by the Technical Authority before the launch of each Challenge, the Contractor will be reimbursed for Outcome Payments for each Challenge. The Pay for Results

The Contractor MUST provide previously approved authorized task form and the results verification report with the invoice in order to receive the final payment.

**Limitation of Expenditure for Outcome payments for Pay-For-Results - CAN <u>$ 8,400,000.00</u>**

## 6.9 Task Authorization Process for Pay-for-results Challenges ONLY

The payments for the pay-for-results challenges completed under the contract will be issued upon presentation of a Task Authorization (TA) form in Annex C previously signed by the Technical Authority before a challenge is launched.

The Contractor MUST provide the Technical Authority with the estimated amount of funding for each Challenge, the value of the Challenge Outcome Payment and anticipated Independent Verification Agent Cost estimates, in accordance with Annex B – Basis of Payment specified in the Contract.

A copy of the <u>TA form signed by the Technical Authority and the Challenge Outcome Evaluation Report</u> MUST be submitted with the invoice.

### 6.9.1 Canada's Obligation – Portion of the Work – Task Authorization

Canada's obligation with respect to the portion of the Work under the Contract that is performed through task authorizations is limited to the Limitation of Expenditure amount of **line F Outcome payments for Pay-For Results** of the Annex B Basis of Payments.

## 6.10 Methods of Payment

### 6.10.1 Monthly Payment

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.

### 6.10.2 Taxes - Foreign-based Contractor

Unless specified otherwise in the Contract, the price includes no amount for any federal excise tax, state or local sales or use tax, or any other tax of a similar nature, or any Canadian tax whatsoever. The price, however, includes all other taxes. If the Work is normally subject to federal excise tax, Canada will, upon request, provide the Contractor a certificate of exemption from such federal excise tax in the form prescribed by the federal regulations.

Canada will provide the Contractor evidence of export that may be requested by the tax authorities. If, as a result of Canada's failure to do so, the Contractor has to pay federal excise tax, Canada will reimburse the Contractor if the Contractor takes such steps as Canada may require to recover any payment made by the Contractor. The Contractor must refund to Canada any amount so recovered.

### 6.10.3 T1204 - Direct Request by Customer Department

1. Pursuant to paragraph 221 (1)(d) of the *Income Tax Act*, R.S. 1985, c. 1 (5th Supp.), payments made by departments and agencies to contractors under applicable services contracts (including contracts involving a mix of goods and services) must be reported on a T1204 Government Service Contract Payments slip.
2. To enable departments and agencies to comply with this requirement, the Contractor must provide Canada, upon request, its business number or Social Insurance Number, as applicable. (These requests may take the form of a general call-letter to contractors, in writing or by telephone).

### 6.10.4 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 Invoicing Instructions

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 release document and any other documents as specified in the Contract;

c) A copy of the Task Authorization form signed by the Technical Authority and the Challenge Outcome Evaluation Report signed by the Independent Verification Agent.

d) a copy of the invoices, receipts, vouchers for all direct expenses, and all travel and living expenses.

### 6.12 Auditing

Canada reserves the right to recover amounts and make adjustments to amounts payable to the Contractor where an examination of the Contractor's records has identified amounts allocated to the Contract that are not in accordance with the Contract terms.

Where the results of an examination indicate that an overpayment by Canada has occurred, such overpayment is due and payable on the date indicated in the notice of overpayment.

### 6.13 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.

#### 6.13.1. 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.

### 6.14 Applicable Laws

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

### 6.15 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. the supplemental general conditions;
   - **4006 (2010-08-16)** Contractor to Own Intellectual Property Rights in Foreground Information
3. the general conditions;
   - **2035 (2022-12-01)** Higher Complexity - Services
4. Annex A, Statement of Work;
5. Annex B, Basis of Payment;
6. Annex C, Security Requirements Check List;
7. the signed Task Authorizations for **Outcome payments for Pay-For-Results**
8. the Contractor's bid dated _______

### 6.16 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.

### 6.17 Basis for Canada's Ownership of Intellectual Property

All intellectual property rights vest with the Contractor.

The Contractor 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.

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;

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

### 6.18 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".

### 6.19 Public Recognition

a) 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.
b) 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.
c) 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.
d) 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.

e) 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.

### 6.20 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, The 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 Technical 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 Key or Green Leaf that will honour the pricing for Contractors.
- Use public transportation or another method of green transportation as much as possible.

# ANNEX "A" - STATEMENT OF WORK

## DEFINITIONS

**Alliance Members:** The group of four private sector organizations (Fundacion Bancolombia, Fundacion SURA, Fundacion Nutresa and Fundacion Empresarios por la Educacion) and DFATD which co-designed the OFFER and represent the founding organizations that will fund the OFFER.

**ETCs or** *Entidad Territorial Certificada" or* **Certified Territorial Entity:** Administrative entity (e.g., department or municipality) responsible for managing the educational services for the population within its jurisdiction. Departments and municipalities require legal and formal authorization from the Ministry of Education to be recognized as ETCs.

**Learning Agenda:** Evidence, lessons learned, and knowledge that the Project generates beyond assessing outcomes for payment. This could include answering questions around why a particular Pay-for-Results Challenge is successful or not, identifying the policy implications of the funded interventions, and addressing longer-term systems-change questions.

**Low, Middle and Upper-Middle-Income Countries**: as defined by the World Bank Atlas's gross national income (GNI) per capita classification methodology.

**OFFER:** Responsible for executing both the Fund's pay-for-results and Pay-for-Results Challenges and the system change strategies, as well as the fund financial administration and oversight of the independent third-party verification process.

**Outcome:** Results that represent significant changes in the population's well-being or conditions. As opposed to outputs, outcomes do not refer to the immediate effect of an activity on the people but rather a desired substantial impact on the participants' lives.

**Outcome Funder:** Organisation that provides funding to pay for the achieved outcomes identified for each Pay-for-Results challenge/initiative.

**Outcome Payment**: the fee payable by the contractor to the service provider based on achieved result once confirmed by the independent third-party verification agent.

**Pay-for-Results Challenge:** Competitive processes that the OFFER launches to select projects to address a specific sector issue under the pay-for-results framework. Coordinated and managed by the OFFER, an individual Pay-for-Results Challenge may fund one or multiple projects, which can run in parallel. Numerous Pay-for-Results Challenges will be set by the OFFER to address multiple gaps in the education sector.

**Pay-for-Results Initiative:** Initiative (sub-project) contracted and implemented under a Pay-for-Results Challenge. Projects are implemented by service providers, an intermediary, or a consortium consisting of a service provider and a social financier. Pay-for-results projects are the forum whereby evidence, knowledge, and lessons learned are generated.

**Social Financier:** Organization that provides working capital to service providers and/or pays for results achieved and takes on the financial risk of implementing a pay-for-results initiative.

**Service Provider**: An organisation that implements a pay-for-results initiative. Service providers may include individual implementing organizations or consortia established to deliver specific pay-for-results initiatives.

**Verification Mechanism:** The mechanism through which an independent evaluator will assess whether the initiative achieved its outcomes, and which forms the basis for payment to the service provider.

**Verification Agent:** Organisation in charge of implementing the verification mechanism for all Pay-for-Results Challenges and each specific challenge in coordination with the OFFER's learning team.

## 1. Title

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

## 2. Objective

The overall objective is to improve education so that learners in Colombia have improved opportunities for access, retention, and achievement in the education system. Furthermore, the project intends to create 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 programming employing public and private sector partnerships. The Contractor will implement and manage the project in accordance with the expected results and deliverables.

## 3. Brief Description of the Outcomes Fund for Education Results (OFFER) Project

### 3.1 Background

The Outcome Fund for Education Results (OFFER) Project in Colombia and is a new innovative results-based financing (RBF) model, mobilizing international cooperation and private sector investments to achieve measurable cost-effective education outcomes and draws upon the commitments outlined in the Whistler Principles to Accelerate Innovation for Development Impact. This OFFER 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 and focuses 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 with four (4) private sector partners (“Alliance Members”) whose vision is to collaborate with Colombia on equal footing to achieve the SDGs, including closing the financing gap for the SDGs.

The OFFER includes cross-cutting themes and works 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 made in relation to the theme of Governance. Environmental considerations will be integrated into programming Pay-for-Results challenges where possible, incorporating considerations for the usage of materials, water, electricity, and learning opportunities for learners and communities.

### 3.2 Outcomes

The OFFER has the following ultimate outcome: All learners in Colombia have more equitable access to education, and more equitable opportunities for retention and achievement. OFFER’s two (2) intermediate outcomes will be the following:

1. Key actors in the education ecosystem in Colombia are strengthened with the ability to achieve equitable, measurable and lasting education outcomes; and
2. Strengthened education policies in Colombia with outcomes-based principles and practices adopted to deliver effective programs.

### 3.3 Target Beneficiaries

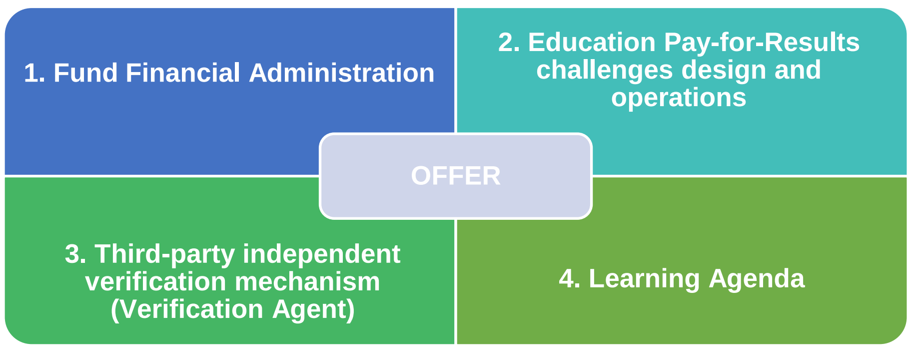
The general profile of the OFFER beneficiaries are learners in Colombia who have one or more of the following characteristics:

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; and
8. other factors, as defined by the Alliance members,

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, target population and the Ministry of Education, and confirmed by the OFFER Governance Committee). The detailed profile and numbers of beneficiaries would be defined before launching each Pay-for-Results Challenge.

**4.** The OFFER is designed to include 4 components for which expected services are described in tables below. For each of these components, the Contractor is expected to implement the tasks identified in every table.



### 4.1 Components and Tasks

**The Contractor is expected to develop and maintain a website a website that will advertise the OFFER initiative, Partners and Results achieved.**

## Component 1: Fund Financial Administration

### Section 1.1: Relationship with Alliance members

The Contractor managing the OFFER must enable the creation of strong incentives to deliver outcomes with target populations through better solutions and operational practices. This normally requires a significant transfer of risk to the implementing partners. The Alliance Members objective is to identify parties who are willing to bear a large part of this risk for the providers.

**In Phase 1**, The Social Financier's forming the initial Alliance, herein after referred to as the Alliance Members, are already identified, but the Contractor is expected to confirm the value of their overall contribution. Whereas,

**In Phase 2**, The Contractor is expected to identify additional Social Financiers and confirm the value of their overall contribution.

- The funding members for Phase 1 of the Alliance do not expect their contributions to be reimbursed. Instead, the OFFER funding members put resources into the Fund and see it recycled. The funding may be used to pay for outcomes achieved or to pay for the costs incurred in achieving outcomes (i.e. upfront working capital).
- The financial contributions from funding members can vary in value. In the short term, only alliance members will fund the OFFER and the Pay-for-Results Challenges launched. In the medium term, the objective is that other organizations contribute funds.

| **1.1 Relationship with Alliance members** –In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 1.1.1. Sign agreements with Alliance Members | **a)** Establish clear roles and responsibilities with Alliance members.<br>**b)** Establish financial management and reporting; administration of payments into and out of the OFFER; budgeting and forecasting; and reporting funding flows outlining working capital and outcome payment parameters to the Board.<br>**c)** Establish a set of principles that promote collaborative working and learning, ensure the needs and desires of all parties continue to be considered in decision making, and encourage the recycling of outcome payments by the risk bearing funders.<br>**d)** Establish engagement of future other investors from the outset, to bring in new funders in due course. |

**Component 2: Education Pay-for-Results challenges design and operations**

### Section 2.1: Pay-for-Results Challenge Development

This entails the design and launch of the Pay-for-Results Challenges, including ideating, designing, and selecting service providers for each Pay-for-Results Challenges that the Contractor 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 relevant Governance Committees.

<table>
<tr><th colspan="2">2.1 Define Pay-for-Results Challenge Objective – In this component, the Contractor is expected to complete the tasks below.</th></tr>
<tr><td>2.1.1. Define Pay-for-Results Challenge Objective</td><td>a) Establish a Trust Fund with a credited Financial Institution that will be used for the flow through of funds for the Pay-for Results Challenges.<br>b) Access relevant data to assess the educational needs of different populations.<br>c) 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 in consultation with target population.<br>d) Assess evidence and lessons learned from previous Pay-for-Results Challenges to inform and guide the definition of the objectives.<br>e) Define the objective of a Pay-for-Results Challenge, the following criteria will need to be considered:<br>• Select an issue area aligned with the OFFER vision statement and strategic objectives.<br>• Identify the population subgroups in each region that have the largest gaps in outcomes; and<br>• Select an objective aligned to the overall learning agenda.<br>f) Define the list of the expected outcomes for each issue area, geographical scope and prioritized population.<br>g) Present a set of options for the relevant governance committee to decide on the objective(s) of the Pay-for-Results Challenge<br>In line with Canada's Feminist International Assistance Policy, each challenge is expected to be designed with a gender equality lens, including but not limited to:<br>i. Identifying gender-related outcome inequities by region and grade level to launch targeted Pay-for-Results challenges.<br>ii. Apply a gender-based analysis when designing Pay-for-Results challenges to ensure that efforts to close access, retention and achievement gaps do not inadvertently accelerate disparities in other areas such as digital literacy skills.<br>iii. Incentivize service providers to address gender disparities during Pay-for-Results challenge implementation.</td></tr>
</table>

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| | **iv.** Launch Pay-for-Results challenges with a deliberate focus on gender by requiring projects to apply a gender lens to their intervention theory of change and delivery model incorporating specific gaps that limit the access of girls, adolescents and young women to education systems, such as sexual and gender-based violence, access to information on sexual and reproductive health, among others. |

**Section 2.2: 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 outcomes 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:

| **2.2 Specify Technical Details of the Pay-for-Results Challenge** – In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 2.2.1. Eligibility and Exclusion Criteria for each challenge | **a)** Define a set of conditions that enables the participants to engage in the intervention (e.g., age, gender, among others).<br>**b)** Identify conditions to prioritize under-represented groups or exclude over-represented or already well-served subgroups (if necessary). |
| 2.2.2. Minimum Service Requirements for each challenge | **a)** Assess the evidence of existing interventions.<br>**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 population, or on ‘scaling up’ a fully evidenced intervention model.[1]<br>**c)** Define the theory of change and minimum service requirements to achieve outcomes (the focus of the Pay-for-Results Challenge will dictate the degree of flexibility offered to service providers).<br>**d)** Identify undesirable behaviours. |
| 2.2.3. Metric | **a)** Create a shortlist of metrics for the Pay-for-Results Challenge taking into consideration the complexity, the risks or perverse incentives introduced by using this metric, long-term implications, and program alignment.<br>**b)** Define performance and learning metrics for the Pay-for-Results Challenge.<br>**c)** Define the final payment metrics for the Pay-for-Results Challenge. |

[1] 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-A.

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| 2.2.4. 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.<br><br>**a)** Set the maximum outcome funding ring-fenced 'envelope' available for the Pay-for-Results Challenge;<br>**b)** Define the type of payment mechanisms to be used;<br>**c)** Define the payment scheme 'principles':<br>• Principles that will guide the proportion of outcomes funding allocated to each metric (the 'weights');<br>• Whether caps, floors, and other conditions for payments are required;<br>• Payment structure;<br>• Targets for each payment metric to trigger payment; and<br>• Set price per outcome. |
| 2.2.5. Technical Details – Verification Mechanisms | 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.<br><br>**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.<br>**b)** Define any new data needs, including key data fields, new sources, and required accesses for data collection.<br>**c)** Draft the verification process, including inputs, outputs, roles, responsibilities and expected timelines.<br>**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. |
| 2.2.6. Verify the Cost of the Pay-for-Results Challenge, and adapt if necessary | **a)** Provide the full maximum cost of the Pay-for-Results Challenge to ensure sufficient funds are available in OFFER's 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.).<br>**b)** If sufficient funds are not available, the Pay-for-Results Challenge needs to be adapted (e.g. fewer possible service providers, different cost structure, less beneficiaries, lower cap, etc.). |

| | |
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| 2.2.7. Technical Specialists | **a)** Assess available information on market readiness and the skills required by service providers to address the objective of each Pay-for-Results Challenge.<br>**b)** Source qualified Technical Specialists during the following project stages and define whether it must be provided at either of these stages:<br>• Prior to service delivery (mobilization period);<br>• During service delivery (implementation period); and<br>• Project completion.<br>**c)** Design a technical assistance strategy, including budget, timelines and activities, for the Pay-for-Results Challenge and approved by the relevant governance committee.<br>**d)** Implement the technical assistance strategy (alone or collaborating with other partners). This involves planning, organizing, and delivering capacity building sessions and trainings to potential service providers and interested stakeholders (exact number of sessions/training and their location to be defined jointly with OFFER governance committee). |
| 2.2.8. Source of Funds and Contract Mechanism (Beginning in Phase 2) | **a)** Define a strategy on how OFFER will engage new outcome payers beyond the initial Alliance Members.<br>**b)** Define roles between the Alliance Members and the OFFER Fund Management Team in fundraising, who must be targeted, and the magnitude of funds required. (Beginning in Phase 2).<br>**c)** Ensure that there are written agreements between the OFFER and the new funders, as needed.<br>**d)** Calculate the full cost of the Pay-for-Results Challenges being planned through a financial plan, ensuring that it does not exceed the capital/outcome funding available. |

**Section 2.3: Coordinate Selection Processes / Pay-for-Results Challenges**

| **2.3 Coordinate Selection Processes / Pay-for-Results Challenges** – In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 2.3.1. Coordinate service provider selection process / Pay-for-Results Challenges | **a)** Given the Pay-for-Results Challenge objectives and Pay-for-Results Challenge technical design, define:<br>• How organizations will be sourced and selected.<br>• Eligibility of service providers (can be not-for-profit, for-profit, national, or international). Preference could be given to local organizations.<br>• Responsibilities of implementing organizations; and |

| | |
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| | **b)** Create the qualifying parameters for organizations, as well as any other supporting materials and tools.<br>**c)** Assess service providers based on their gender awareness and their use of evidence-based interventions that address gender disparities. |

**Section 2.4: Pay-for-Results Challenge Implementation**

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 by selected service provider against agreed targets and outcomes;
2) Administration of outcome payments, with support from the independent verification agent; and,
3) Technical Specialists (if applicable) for the selected initiative.

| **2.4 Pay-for-Results Challenge Implementation** – In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 2.4.1 Evaluate and Select Proposals | Evaluate proposals presented by bidding organizations seeking funding,<br>**a)** Communicate the results of the selection process to the relevant governance committee for approval.<br>**b)** Communicate the results of the selection process to the bidding organizations and proceed to contract negotiation.<br>**c)** Provide feedback to bidding organizations as appropriate. |
| 2.4.2 Source the Selected Initiatives | **a)** Verify that all service providers meet the legal obligations of the agreement before starting the operations (e.g., insurance policies, bank accounts).<br>**b)** Establish process(es) whereby Social Financers provide working capital to Service providers (ex: preparing templates, letter of understanding and-or agreements, etc.).<br>**c)** Ensure there is an Independent Verification Agent(s) available to review and assess the outcome and achievement of results of Pay-For-Results challenges. |
| 2.4.3 Support to Project Mobilization and Operation | **Mobilization**<br>**a)** *Finance*: The service provider will receive upfront capital as agreed with the Social Financier(s).<br>• Social Financer(s) and/or OFFER agree to transfer working capital based on change and service provider selected (this entails defining the conditions under which the service providers will receive the capital, the amount, and the disbursement dates, among others). |

| | |
|---|---|
| | **Operation**<br>**a)** In conjunction with social financier(s), monitor the initiatives overall implementation and oversee that service providers comply with all the obligations under the agreement with the OFFER.<br>**b)** Develop the Learning Agenda in parallel to the initiative's implementation.<br>**c)** Report key information on the progress of the initiatives to relevant governance committee as per reporting requirements. |
| 2.4.4 Pay for Results that are Achieved | **a)** The independent Verification Agent assesses if the service providers have implemented the Pay-for-Results challenges according to the minimum service requirements.<br>**b)** The independent Verification Agent assesses if the service providers have achieved the expected outcomes and includes a copy of their report with the associated Task Authorization.<br>**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.<br>**d)** The OFFER Fund Management Team pays for the achieved results. |

**Component 3: Third-party independent verification mechanism (Verification Agent)**

### Section 3.1: Independent Verification Agent

The implementation of results-based financing projects will require the design and implementation of an independent verification mechanism confirming achieved outcomes and corresponding payments.

| **3.1. Verification Mechanism Design** – In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 4.1.1 Design the Verification Mechanism | **a)** Identify administrative data sources to be used as part of the verification mechanism.<br>**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).<br>**c)** Design the process to verify the populating inclusion criteria, minimum service requirements (e.g., how the Project is being implemented), and outcomes for each Pay-for-Results Challenge. |

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| | **d)** Receive and incorporate feedback from the service providers to improve the verification mechanism and keep all parties informed throughout the design.<br>**e)** Establish process(es) with public entities to access and analyze administrative data. |
| 4.1.2 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). |

**Section 3.2: Selection of Independent Verification Agent**

| **3.2. Selection of Independent Verification Agent** – In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 3.2.1. Select Independent Verification Agent | **a)** Select an Independent Verification Agent to provide verification services for all Pay-for-Results Challenges, ensuring governance structure maintaining independence of Verification Agent. |
| 3.2.2. Gather Data and Support Knowledge Sharing | **a)** Analyze administrative data from the Ministry of Education, Local Secretaries of Education, and others.<br>**b)** Conduct the evaluation required for each specific Pay-for-Results Challenge and create the ensuing materials and documents.<br>**c)** Disseminate the evidence, knowledge and lessons learned. |

**<u>Component 4: Learning Agenda.</u>**

As defined in *4.1 Learning Agenda* and *4.2 Strengthen the Ecosystem* of the Annex "A" - Statement of Work, the Contractor is to execute strategies that promote continuous learning and strengthening of the education system through 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, education stakeholders, policy research institutions). OFFER also seeks to build a market of providers, funders and policy makers that understand and take a Pay-for-Results approach to services. This involves planning, organizing, and delivering capacity building sessions, training and knowledge transfer sessions to the Ministry of Education, Local Secretaries of Education, potential service providers and other relevant education stakeholders.

To implement the broader Learning Agenda component, the Contractor is expected to deliver approximately 12 in-person sessions per year under this contract. Following the ecosystem analysis and stakeholder mapping, the Contractor may need to provide technical assistance or deliver in-person learning sessions to service providers and/or any other stakeholders of the education ecosystem at any step during OFFER implementation and on any of OFFER's components. In-person learning sessions would need to be organized across Colombia. The exact number of sessions/training and their location would be defined jointly with OFFER governance committee. The Contractor should also organize additional online learning sessions as part of the Learning Agenda.

Example 1: At the launch of a "pay-for-results" challenge, interested service providers may need technical assistance from the Contractor to better understanding the "pay-for-results" framework on a specific challenge.

Example 2: At the end of a "pay-for-results" challenge, the Contractor should organize a learning session to disseminate the evidence, knowledge and lessons learned to key stakeholders to improve education public policy and practice.

Example 3: The Contractor should promote OFFER, the "pay-for-results" model and its "pay-for-results" challenges to improve education public policy and practice by supporting the adoption of proven models or best practices by governments and/or other key education stakeholders

Example 4: The Contractor should organize information and outreach sessions and develop communication products on OFFER's results to incentivize resource mobilization.

**Section 4.1: Learning Agenda**

OFFER is to execute strategies that promote continuous learning and strengthening of the education system through 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 involves planning, organizing, and delivering capacity building sessions, training and knowledge transfer sessions to the Ministry of Education, Local Secretaries of Education, and other relevant education stakeholders (exact number of sessions/training and their location to be defined jointly with OFFER governance committee).

| **4.1 Learning Agenda** – In this component, the Contractor is expected to complete the tasks below. | |
|---|---|
| 4.1.1. Define and Deliver the Learning Agenda | **a)** As part of the PIP, define the broad learning agenda at the outset of OFFER, including:<br>• Key research questions;<br>• Types of data to be collected;<br>• Mechanism to monitor projects and collect data<br>• Types of evaluation methods;<br>• Include an ecosystem analysis and stakeholder mapping; and<br>• Implementation plan over time, including key activities, timelines and responsibilities.<br>**b)** Refine the learning agenda based on the relevant governance committee feedback<br>**c)** Define the data strategy and learning agenda(s) at the outset of each specific Pay-for-Results Challenge.<br>**d)** Analyze key themes and trends across Pay-for-Results Challenges;<br>**e)** Ensure that all parties agree to have all Pay-For-Results information shared with the Ministry of Education or Local Secretaries of Education. |

| | |
|---|---|
| 4.1.2. Gender Equality | **a)** Identify barriers with a strong gender dimension and supporting advocacy efforts to address them as part of the OFFER's systems change strategies.<br>**b)** Encourage service providers to align with national policies and frameworks that promote gender equality, as well as providing evidence and data to improve public policies.<br>**c)** Ensure that all data collected during the implementation of Pay-for-Results challenges is disaggregated by gender, to enable further learning on achieving gender equity in education outcomes.<br>**d)** Disseminate learnings on gender-based interventions and insights with the education ecosystem and the Ministry of Education, as part of the OFFER's strategy to improve knowledge about effective interventions/models and supporting capacity-building of the sector to deliver programs using intersectional approaches.<br>**e)** Define outcomes and metrics aligned with recognized frameworks (e.g., UN Sustainable Development Goals global indicators); and<br>**f)** In addition to disaggregating student outcomes in access, retention and achievement by gender, measure indicators of gender equality at a systems-level to provide a more comprehensive and holistic view of gender equality in education. |
| 4.1.3. Generating and sharing knowledge and lessons learned | **a)** Disseminate the evidence, knowledge and lessons learned to key stakeholders to improve education public policy and practice.<br>**b)** Build and disseminate knowledge and experience of Pay-for-Results mechanisms in Colombia through communication material.<br>**c)** Improve education public policy and practice by supporting the adoption of proven models or best practices by governments and/or other key education stakeholders.<br>**d)** Communicate on OFFER's results to incentivize resource mobilization. |

**Section 4.2: Strengthen the Ecosystem**

OFFER seeks to build a market of providers, funders and policy makers that understand and take a Pay-for-Results approach to services. This includes activities of capacity-building for all actors in the Colombian education ecosystem. This involves planning, organizing, and delivering capacity building sessions, training, and knowledge transfer sessions to relevant stakeholders (exact number of sessions/training and their location to be defined jointly with OFFER governance committee).

<table>
<tr><th colspan="2">4.2 Strengthen the Ecosystem – In this component, the Contractor is expected to complete the tasks below.</th></tr>
<tr><td>4.2.1 Technical Assistance for Project Actors</td><td>As part of the Project Implementation Plan (PIP), develop a Technical Assistance Plan to build capacity of ecosystem stakeholders to understand and adopt Pay-for-Results approaches, including:<br>a) Assess available information on market readiness and the skills required by service providers to address the objectives of each Pay-for-Results challenge.<br>b) Identify gaps where Technical Specialists are needed and whether it should be provided at either of these stages:<br>1. Selection Process (invitation to tender process);<br>2. Prior to Service Delivery (mobilization period);<br>3. During Service Delivery (implementation period); and<br>4. Project completion.<br>c) Incorporate Technical Specialists to service providers to strengthen their capacity to deliver gender-responsive programming and addressing the needs of different population subgroups.<br>d) Design and deliver a technical assistance strategy for the Pay-for-Results challenge (this should include budget, timelines and activities).<br>e) The technical assistance strategy is approved by the relevant governance committee.</td></tr>
<tr><td>4.2.2 Development of Performance Management Toolkits and training materials for market</td><td>Develop a repository of toolkits that will be publicly available to ecosystem stakeholders.</td></tr>
</table>

### 5. Resources

DFATD has determined that the following resources and expertise are required to facilitate the implementation and management of the OFFER. The Contractor is expected to provide the team of resources but can determine how to assign tasks amongst the resources to best achieve the expected results of the OFFER.

- OFFER Director (must be based in Colombia)
- OFFER Lead Challenge Manager (must be based in Colombia)
- OFFER Fund Manager
- Technical Specialists: The Contractor is expected to identify, source and provide responsive Technical Specialists as and when required.

### 6. Deliverables

| # | Deliverables Description | Output (report/presentation) | Language | Delivery Date | Frequency |
|---|---|---|---|---|---|
| **1** | Project Implementation Plan | The PIP must describe how OFFER initiative will be delivered in a cost-effective way (note that it should consider the set up and management of an Independent Verification process). An analysis of assumptions and risks and mitigation strategies are expected during the inception phase.<br>The PIP must include the following elements:<br>1) Executive Summary<br>2) Project plan for each of four (4) components:<br>• Fund Financial Administration; including: 1) Administration of funds received for outcome funding and upfront working capital; and 2) Financial and administrative guidelines.<br>• Education Pay-for-Results Challenges design and operations; including 1) description of the Pay-for-Result Challenge process; 2) selection process of service providers; 3) the due diligence process to verify recipients financial and organizational capacity; and 4) Eligible organizations and Project eligibility criteria.<br>• Third-party Independent Verification Agent | English or French | Date to be provided at contract award but estimated at 60 calendar days after contract award. | Once at the beginning of the contract as a draft to inform the first Results-based payment Challenge, no later than 60 calendar days after contract is awarded.<br><br>The final version to be submitted following the launch of the first Pay-for-Results Challenge, no later than 6 months after contract signature. |

| # | Deliverables Description | Output (report/presentation) | Language | Delivery Date | Frequency |
|---|---|---|---|---|---|
| | | • Learning Agenda: including their process for 1) knowledge sharing and seeking feedback for Challenges, 2) building local organizations capacity; and 3) network and alliance building.<br>3) Project Management and Governance<br>• Management Approach and Structure<br>• Roles and Responsibilities of the Project Stakeholders and governance committees, including decision-making matrix.<br>4) Project Implementation<br>• Gender Equality Strategy<br>• Governance/human rights Strategy<br>• Environmental and Climate Action Strategy<br>• Pay-for-Results Schedule<br>• Performance Measurement Plan and reporting<br>• Communication Strategy to inform and engage Canadians about the project activities and achievements, disseminate case studies and success stories, and to acknowledge Global Affairs Canada funding. The Visibility and Recognition Activities Planning Form is to be included with this strategy.<br>• Sustainability and exit strategy.<br>• Detailed forecast for expected outcome payments per fiscal year | | | |
| **2** | Set up a Trust Fund | Set up and maintain in good standing a Trust Fund with a credited Financial Institution for the OFFER financial flow through, which will be initially resourced by Alliance members and DFATD (for Phase 1) and cover | English or French | Date to be provided at contract award but estimated at 60 calendar days after contract award. | At the onset of contract award |

| # | Deliverables Description | Output (report/presentation) | Language | Delivery Date | Frequency |
|---|---|---|---|---|---|
| | | primarily outcome payments, but also some risk-capital for service providers **(see ANNEX A-1)**. | | | |
| **3** | Annual<br><br>Work plan | The work plan must include the summary of activities and results achieved for each of these four (4) components:<br>• Fund Financial Administration.<br>• Education Pay-for-Results Challenges design and operations.<br>• Third-party Independent Verification Agent summary of reports on results achieved.<br>• Learning Agenda: Including ecosystem analysis, stakeholder mapping, technical assistance components, advocacy and communication strategy and resource mobilization strategy<br>1. Pay-for-Results Schedule.<br>2. Gender Equality inclusion Strategy.<br>3. Project Management and Governance.<br>4. Deliverables.<br>5. Detailed forecast for expected outcome payments per fiscal year<br>6. A Risk Matrix that identifies main risks to the initiative, with associated mitigation strategies. | English or French | Date to be provided at contract award but estimated at the yearly anniversary of the contract award date | Annually |
| **4** | Annual Progress and Financial Report | The Progress and Financial report must include the following elements:<br>a) Fund Financial Administration, including: 1) Trust Fund annual overview (deposits, withdrawals, interest accrued etc.); 2) Report on Project Budget of previous year, with narrative explanation of variances; 3) Budget and Financial Plan for following year against planned Pay-for-Results | English or French | Date to be provided at contract award but estimated at the yearly anniversary of the contract award date | Annually |

| # | Deliverables Description | Output (report/presentation) | Language | Delivery Date | Frequency |
|---|---|---|---|---|---|
| | | Challenges and Verifications; 4) Forecasts for new funding; and 5) Plan to mobilize/access new funders.<br>b) Education Pay-for-Results Challenges design and operations:<br>c) Third-party Independent Verification Agent summary of reports on results achieved.<br>d) Learning Agenda<br>e) Problems and difficulties encountered, and remedial actions taken or to be taken and results.<br>f) Risk assessment and updated risk management strategy, if appropriate | | | |
| **5** | Pay-for-Results Challenge Report | At the end of each Pay-for-Results Challenge a summary report for the challenge is required. The report must include.<br>a) Objectives and vision of the Pay-for-Results Challenge.<br>b) Financial Structure and Funding Partners.<br>c) Performance and results achieved Analysis.<br>d) Independent Verification Agent findings and summary report of outcomes. Including:<br>• Data collected for each indicator; Analysis of the achievement of each Outcome, per performance indicator and the results achieved by each indicator.<br>e) Stakeholder engagement, if any. | English, or French | 45 days following the end of a Pay-for-Results Challenge in accordance with the end date of the Task Authorization for the challenge. | Periodically following the completion of a Results-based Challenge |
| **6** | **Phase 1**<br>**Final Report** | The report must include the following elements:<br>a) Summary of each of the four components implemented:<br>• Fund Financial Administration. | English, or 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 |
|---|---|---|---|---|---|
| | | • Education Pay-for-Results Challenges design and operations.<br>• Third-party independent verification mechanism.<br>• Learning Agenda.<br>b) Gender Equality Strategy Implementation and Results.<br>c) Project Management and Governance.<br>d) Risk Matrix Review and lessons learned of mitigation strategies;<br>e) Conclusions and recommendations for Phase 2, | | | |
| **7** | **Phase 2**<br>**Final Report** | The report must include the following elements:<br>a) Summary of each of the four components implemented:<br>• Fund Financial Administration.<br>• Education Pay-for-Results Challenges design and operations.<br>• Third-party independent verification mechanism.<br>• Learning Agenda.<br>b) Gender Equality Strategy Implementation and Results.<br>c) Project Management and Governance.<br>d) Risk Matrix Review and lessons learned of mitigation strategies.<br>e) Overall conclusions and recommendations for OFFER | English, or French | 45 days before the end of the contract (end of year 5 of contract) | Once at the end of the contract |

## 7. Governance Structure

The governance of the OFFER will be finalized during the inception phase. At this stage, it is planned that the OFFER will have a minimum of at three two governance committees including the OFFER Executive Board, the Technical Committee and the Challenge Committee for which roles and responsibilities are described in ANNEX A-1 Technical Guide. The Contractor may propose to create/establish additional technical working groups during the inception phase.

A Project Steering Committee (PSC) composed of representatives from DFATD and the Contractor will be established to oversee the effective implementation of the OFFER through the approval of the Contractor's Project Implementation Plan (PIP), annual work plans (AWP) and annual progress reports. Within the PSC, the Contractor will report on the progress of OFFER activities including results achieved and challenges encountered. The PSC will meet at least once a year.

## 8. 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. Meeting with stakeholders in advance of launching a new Pay-for-Results challenge and once the Pay-for-Results challenge is completed.
5. On an annual basis, the OFFER Fund Management Team and/or the Independent Verification Agent will present the Verification Report.
6. 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)

## 9. Travel

Travel throughout Colombia will be required.

Field missions and Technical Specialists may be required to travel to the project areas to launch and implement the Pay-for-Results Challenges.

## 10. Location of the Work

The work can be done at the Contractors offices in Colombia, various locations throughout Colombia or virtually.

## 11. Client Support

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.

- Make available any necessary information or resources.
- 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 "A-1" – TECHNICAL GUIDE

1) The Value and Duration

2) Principles and Approach

3) Initiative Implementation

   3.1. Implementation Approach

4) Project Components and Illustrative Activities

5) OFFER Vision and Approach

6) Project Organization/ Governance

   6.1. Project Governance and Management

   6.2. OFFER Internal Governance Structure

7) OFFER Operating Flow

8) OFFER Logic Model

9) Illustrative Risks

10) Illustrative Constraints

11) Pay-for-Results Challenge Structure

12) Specifying Technical Details of a Challenge – Illustrative Scenarios

## 1) The Value and Duration

DFATD has committed funding over five years for the execution of the OFFER project. Additional funds for Outcome Payments are anticipated from Alliance members in OFFER's next phases but cannot be formally confirmed at this time.

## 2) Principles and Approach

OFFER is comprised of 4 components presented later in the document. Once operational, 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 and strengthen the education ecosystem and improve education public policy, using results-based payments and innovative financing approaches to achieve more significant impact.

2.1. The following five (5) principles will guide the OFFER initiative:

1) Aligning incentives with the most hard-to-reach areas in Colombia, focusing on vulnerable populations, and supporting educational outcomes.
2) Focusing the initiative design on outcomes with the flexibility to achieve results;
3) Leveraging international cooperation, private sector, and public resources to address the financing gap for education services for the most vulnerable populations;
4) Orienting key stakeholder's investments (international cooperation and private sector) to align with Colombian public sector[2] priorities (national and local), focusing on more equitable and sustainable education interventions; and
5) Creating a more efficient and competitive environment wherein implementers compete to achieve results, resulting in cost-effective solutions.

2.2. The OFFER`s approach is based on three (3) fundamental beliefs:

1) All children in Colombia must have access to education, and have equitable opportunity to stay and perform well in school;
2) Traditional approaches to funding projects don't always deliver outcomes in the most efficient way and OFFER could increase their effectiveness in delivering the outcomes that they intend. To achieve OFFER' vision, funding needs to better incentivize the delivery of outcomes; and,
3) Taking a deliberate and transparent approach to its learning agenda, OFFER can evolve and support the education ecosystem to learn and build its capacity to deliver outcomes.

## 3) Initiative Implementation

### 3.1. Implementation Approach

The project will use a **phased approach** to implementation to allow time and simplicity to set up the outcome fund and test it out before inviting additional elements such as new funders, more Pay-for-Results Challenges, and potentially additional verification services. Phase 1 will focus on establishing the funding and programming mechanism of the outcome fund with a limited set of stakeholders and more modest objectives. Phase 2 will draw on the pilot-scale lessons from Phase 1 to introduce various programming and funding adjustments, which will further OFFER's adaptability.

[2] 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.

a) <u>Evolution of the OFFER Funding Model</u>

Canada and the private sector Alliance members are committed to contributing financial resources to OFFER and do not expect to be reimbursed. Alliance members expect that the funds they contribute will be used or recycled for future OFFER Pay-for-Results Challenges. Funding can be used for outcome payments or to pay for the costs incurred by service providers in achieving outcomes (working capital). The amount of working capital and outcome payments will be defined for each individual Pay-for-Results challenge. This is relevant, as a principal goal of OFFER is to incentivize service providers to seek innovative ways to achieve educational outcomes. In results-based payment programming, the incentive is typically primarily financial. However, local service providers do not have the financial resilience to absorb significant financial risks. As a result, Alliance members agree to bear that risk in the short term (Phase 1) by providing the working capital required to develop and deliver the new solutions. In the medium term, and depending upon progress made during Phase 1, OFFER may engage external organizations to provide that working capital and assume the financial risk for a pre-determined financial return if results are achieved (Phase 2).

**Phase 1:**

- For **Phase 1** of the initiative (initial 3 years), OFFER will retain more control over funding by maintaining a closed-door approach to financing, with all funders being Alliance members and all funds remaining internal to the OFFER structure.
- With such a structure, designated Alliance members will play the role of social financiers for any given Pay-for-Results Challenge. To absorb the financial risk of delivery, the alliance member(s) and OFFER will associate with the service provider(s) for them to receive working capital.
- The service provider(s) will test solutions to the education Pay-for-Results Challenge and be motivated to perform and achieve outcomes. The service provider(s) will assume some contractual and reputational risk but only limited financial risk.
- The Alliance member(s) will bear the financial risk (e.g., if no results are achieved, their working capital contribution will remain with the service provider).

**Phase 2:**

- Based on robust monitoring and evaluation of Phase 1, and if the Executive Board of OFFER deems there is sufficient market potential for **Phase 2** (years 4 - 5 and potentially beyond), OFFER will transition to include additional external organizations to play the role of social financiers.
- With this structure, OFFER Alliance members will contribute to the Trust Fund for the outcome achievement envelope managed by OFFER. At the same time, external organizations will play the role of social financers, providing additional working capital and/or outcome payments to service providers.
- The motivations and risks for service providers and social financiers would be the same as in Phase 1. The main difference will be that an external organization does not necessarily commit to recycling funds to new Pay-for-Results Challenges and may recover their working capital provision without any intent for them to recommit funds to future Pay-for-Results Challenges.
- While this means that all funds would not remain internal to the OFFER structure, it would also create the potential for accessing potentially larger pools of capital to support service provider operations while allowing some OFFER social financers to focus on paying only for results. Lessons from Phase 1 would help ensure that the distribution of risk is both fair and transparent, allowing for a constructive relationship between social financiers and OFFER.

b) OFFER Pay-for-Results Challenges

Keeping with the principle of simplicity, **Phase 1** will focus on fewer and simple Pay-for-Results Challenges to test out the funding and programming mechanism of the OFFER. To begin with, the OFFER will launch initial Pay-for-Results Challenges that are simpler by minimizing the number of outcomes, forgoing complex evaluations, and simplifying contracts. Also, initial Pay-for-Results Challenges will focus on interventions that replicate and adapt existing well-substantiated interventions in a new context to keep it simple.

**Phase 1** will also be characterized by capacity-building of the ecosystem to enhance future and current service providers ability to understand the elements of a pay-for-results program, and thus develop appropriate proposals. In this sense, capacity building activities will also be important during this phase.

**Phase 2** will introduce more complexity into Pay-for-Results Challenges, both in the number of concurrent Pay-for-Results Challenges as well as in the programming focus[3]. Pay-for-Results Challenges will begin to incentivize innovation in identifying the most effective intervention for a specific target population or situation. In Phase 2, Pay-for-Results Challenges may also focus on scaling-up proven interventions in a new context (larger geographic areas or cohort expansion).

c) Verification Agent

The phased approach will also impact the independent Verification Agent. As **Phase 1** will involve fewer and simpler Pay-for-Results Challenges, to begin with, the demand for verification services will be limited while testing the OFFER model.

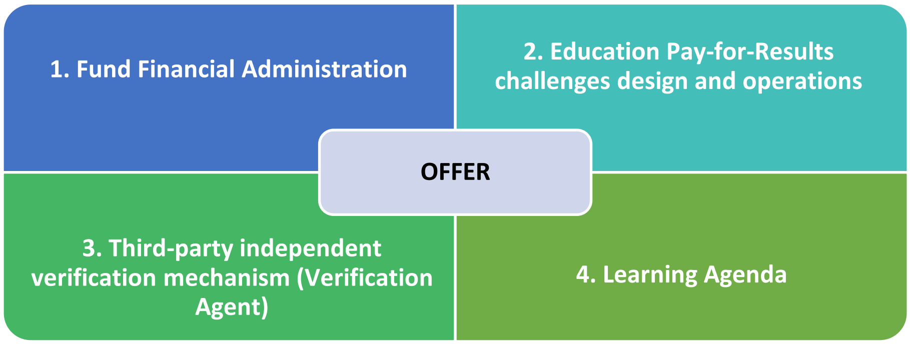
**Phase 2** will introduce a system of concurrent Pay-for-Results Challenges whereby more initiatives will be implemented simultaneously. In this context, there may be a need for increased verification services. Alliance members and the OFFER will work collaboratively to identify new funding partners to contribute to working capital, outcome payments, and/or cover a portion of the OFFER's operational costs to launch new Pay-for-Results challenges.

**Table 1**: Description of OFFER Phased Approach.

| | **Phase 1** | **Phase 2** |
|---|---|---|
| **Time frame** | Years 1 to 3 | Years 4 to 5 |
| **Funding Sources** | Alliance members only | Alliance members and open to new external social financers |
| **Types of Pay-for-results Challenges** | Start with simple challenges.<br>(e.g., few in number, fewer outcomes, projects replicate proven models). | Introduce complexity (e.g., more in number, increased number of outcomes, projects may incentivize innovation) |
| **Geographic focus** | Few regions with engaged ETCs | Expand to more regions of Colombia. |

[3] See *Section 12 Specifying Technical Details of a Challenge – Illustrative Scenarios* below

## 4) Project Components and Illustrative Activities




1. **Fund financial administration**:
   - Financial management and reporting;
   - Establish and administer OFFER's trust fund to manage working capital and outcome payments;
   - Administration of payments into and out of OFFER;
   - Budgeting and forecasting activities; and,
   - Executive Committee financial reporting.

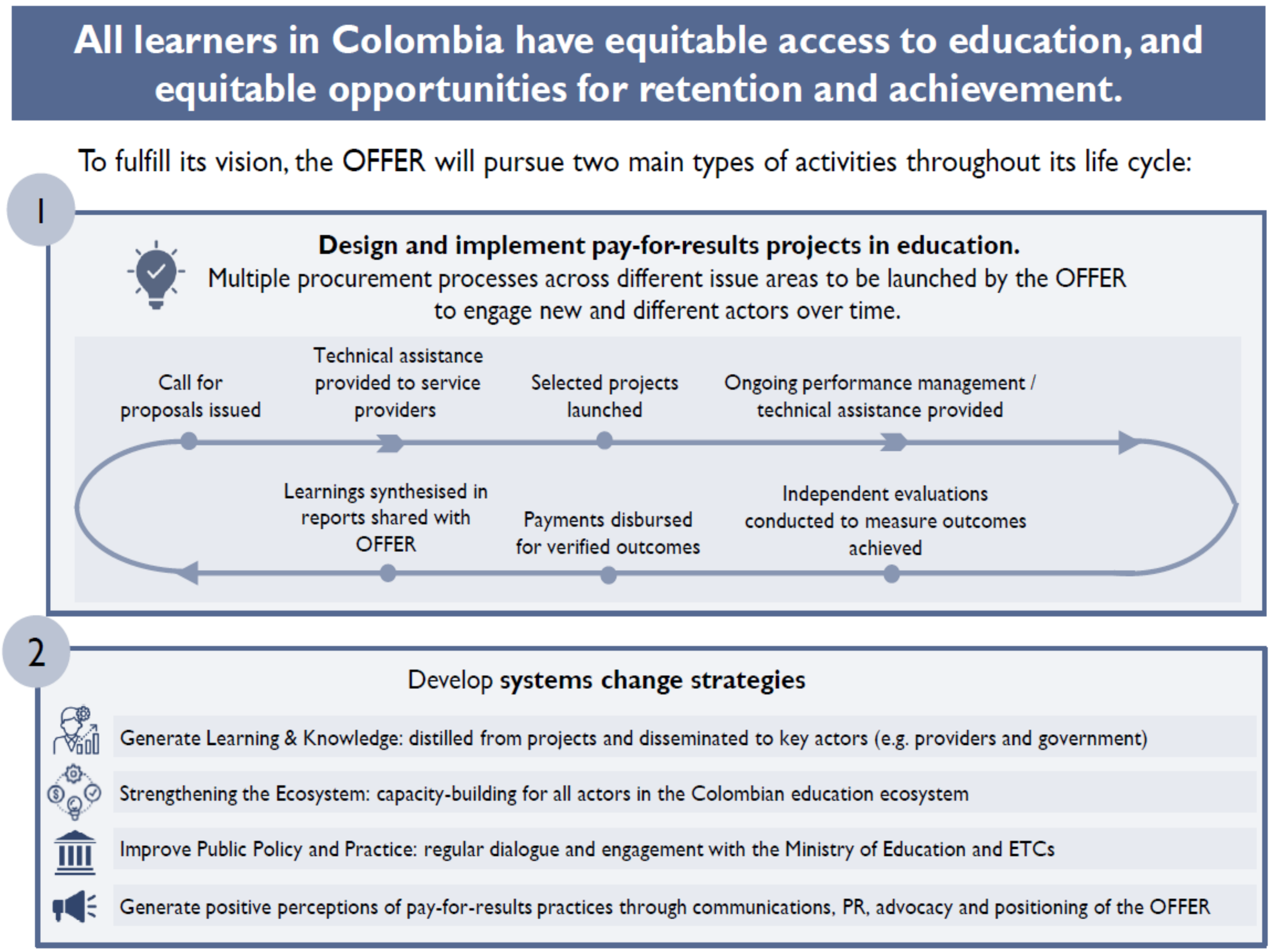
2. **Education Pay-for-Results Challenges design and operations**:
   - Design the Pay-for-Results Challenge objectives;
   - Implement Pay-for-Results Challenges through competitive and transparent process, evaluating and selecting proposals and service providers;
   - Support mobilization of initiatives – financial, legal and administrative activities;
   - Capacity building for the ecosystem;
   - Establish performance metrics and outcome payments based on achieved results;
   - Track operations of initiatives through monitoring etc.; and,
   - Collaborate with sectoral stakeholders on selected initiatives.

3. **Third-party verification mechanism (Verification Agent)**:
   - Assess if the service providers have implemented the Pay-for-Results challenges according to the minimum service requirements;
   - Assess if the service providers have achieved the expected outcomes; and,
   - Recommend to the OFFER Fund Management Team the level of outcome achievement, and the associated outcome price to be paid to the service provider and/or social financier (depending on the agreement) for the achieved results.

4. **Learning Agenda**:
   - Detailing the learning agenda;
   - Designing the data strategy for analysis of data from each Pay-for-Results Challenge;

- Analysis across initiatives/Pay-for-Results Challenges to identify key themes and trends;
- Generating engaging and insightful materials for dissemination to strengthen the ecosystem;
- Building and disseminating knowledge and experience of Pay-for-Results mechanisms in Colombia;
- Communicating, public relations and positioning OFFER; and,
- Improving public policy and practice.

### 5) OFFER Vision and Approach




### 6) Project Organization/ Governance

OFFER's project organization and governance is to be refined during the project inception phase. The proposed following governance committee can be adjusted in their roles, responsibilities and memberships while ensuring responsibility, transparency, accountability, efficiency, and participation of OFFER.

### 6.1. Project Governance and Management

**Project Steering Committee**

Oversee the implementation of the OFFER from the point of view of the contract compliance.

The project will have a Project Steering Committee composed of the Contractor and DFATD representatives. It will oversee the implementation of the contract between OFFER and DFATD and make managerial decisions throughout the Contractor's Project Implementation Plan (PIP), annual work plans (AWP), annual progress reports, etc.

### 6.2. OFFER Internal Governance Structure

OFFER's internal major governance aspects include:

- A Memorandum of Understanding (MOU) or Letter of Intent (LOI) will be signed between Alliance members to confirm shared commitment, including financial contributions to OFFER.
- An MOU will be signed between DFATD and the Colombian Ministry of National Education specific to shared commitments including data sharing, and evolving management of OFFER.
- OFFER will manage the project and provide expertise in results-based payment programming, and public/private co-financing initiatives, and will be responsible for fund financial administration, education Pay-for-Results Challenges development and implementation, ensure results are verified by independent Third-Party Verification Agent, and learning and knowledge strategies.
- The OFFER contract will be for a 5-year implementation period.

OFFER will have a minimum of 3 internal governance boards: an Executive Board, a Technical Committee and a Challenge Committee:

**OFFER Executive Board**

Oversees and adjust strategy within the OFFER's guiding parameters, other high-level key decisions

The project will be overseen by an Executive Committee composed of DFATD, Ministry of Education and Alliance Members. The Board will be responsible for signing off on recommended strategic plans, annual workplans, budgets and reviewing the progress achieved.

**OFFER Technical Committee**

Oversees implementation of challenges' pipeline, ensures coherent execution across components of the OFFER operations

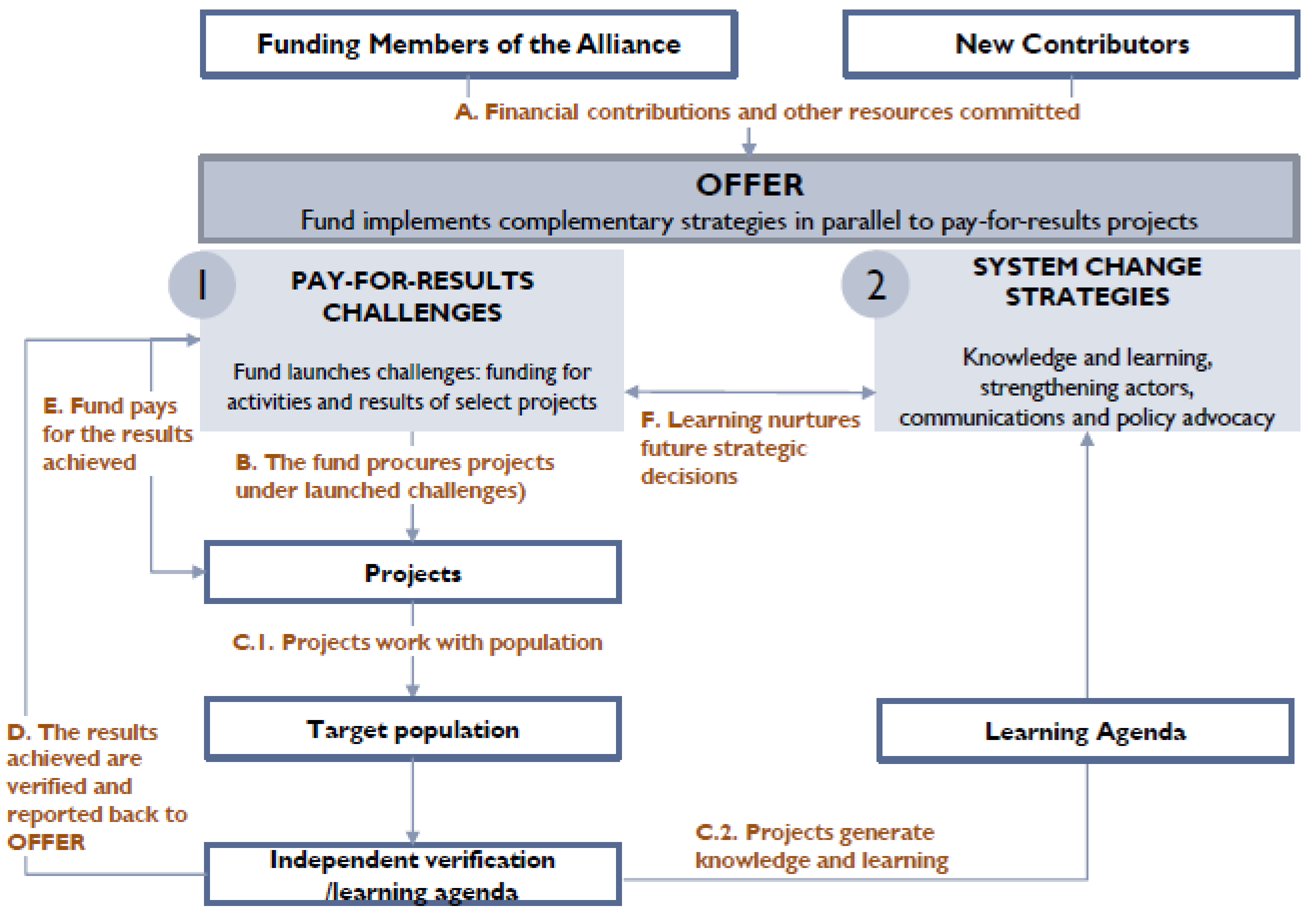
The project will have a Technical Committee composed by some members of the Executive Board but at a more technical level (Representation would not be mandatory for each partner but based on interest). It will be responsible for making technical decision on the overall pipeline planning and monitoring, oversee project mobilization and operations, learning agenda and technical assistance, general accountability, and provide recommendations to the Executive Board.

**OFFER Challenge Committee**

Oversees design and implementation of each challenge

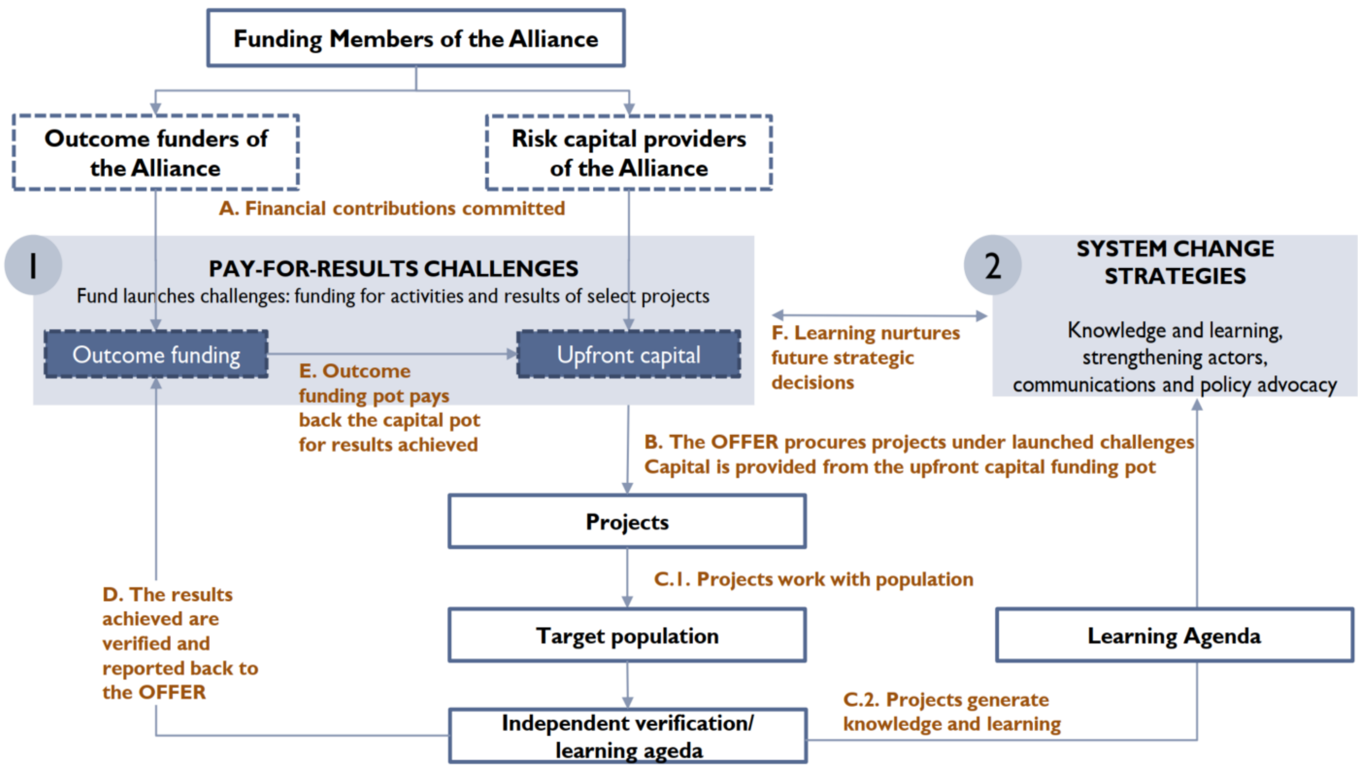
Each Pay-for-Results Challenge will have a Challenge Committee whose composition would depend on the needs of each challenge. It could be composed by a Social Financier, a representative of DFATD, an Outcome Funder representative (either initial Alliance member and/or new social financer), and key advisors, etc.. It will be responsible for all definitions of the challenge, including but not limited to: challenge objective, technical details, selection of service provider, overseeing specific Pay-for-Results Challenge implementation and pay-for results activities.

## 7) OFFER Operating Flow




1. DFATD, private sector partners, and other stakeholders will fund a Trust Fund that OFFER will manage based on the achievement of predefined outcomes.
2. The Trust fund would be recapitalized by contributions made by Alliance members regularly and future social financers, based on performance, resources available, and proposed Pay-for-Results Challenges.
3. Service providers would be selected through competitive and targeted Pay-for-Results Challenges run by the OFFER.

4. Funding Members of the Alliance would provide the upfront working capital to the service providers via the OFFER to deliver their program.
5. An independent Verification Agent will assess the completion of the predefined outcomes and establishing and certifying eligibility for the payment.
6. A Learning Agenda will support overarching learning and dissemination strategy for OFFER.
7. Finally, OFFER will lead other complementary strategies, including a) strengthening the results-based-financing ecosystem, b) generating knowledge, and c) improving public policy and practice in Colombia's education sector.




While the exact number of challenges is yet to be defined depending on their size and available budget and fundraising efforts, DFATD anticipates that one to three challenges will be launched per year depending on their size and complexity in the first phase (year 1-3), with possibly more when additional funding has been secured.

Size and duration of each challenge will be agreed upon by the Alliance Members but would be likely valued initially between $100,000 and 500,000 initially, with their value potentially increasing with time depending on needs and funding secured. Duration of challenges could vary between 6 – 18 months initially.

## 8) OFFER Logic Model

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Ultimate Outcome** | 1000 All learners in Colombia have equitable access to education, and equitable opportunities for retention and achievement | | | | | | | |
| **Intermediate outcomes** | 1100 All actors in the education ecosystem in Colombia are strengthened with the ability to achieve equitable, measurable and lasting education outcomes | | | | 1200 Education policy in Colombia is strengthened with the adoption of outcomes-based principles and practices to deliver effective programmes | | | |
| **Immediate outcomes** | 1111 Improved ability among service providers in Colombia to identify and address the different needs of particularly vulnerable populations (e.g. gender considerations) | 1121 Increased knowledge and experience within the education ecosystem in Colombia of effective interventions that address systemic issues | 1131 Increased knowledge and experience among service providers in Colombia to embed practices of testing and adapting delivery models to achieve outcomes | 1141 Improved interest and capacity among the private sector in Colombia to fund outcomes-based initiatives | 1211 Increased knowledge and experience of applying outcomes-based principles within the Colombian education context | 1221 Stronger networks to facilitate collaboration and alignment among different actors in the Colombian education ecosystem | 1231 Improved leadership by the national government in embedding outcomes-based principles into policy and programs | 1241 Improved capacity of the national government and ETCs to actively engage in outcomes-based initiatives |

**9) Illustrative Risks**

- Significant contextual changes (e.g., political situation, national protests, economic shocks, natural disasters, security situation) negatively impact OFFER fundraising and operations and the performance of OFFER-funded initiatives. This will be mitigated by a constant update of risks and mitigations strategies inherent to the implementation of OFFER's challenges and activities.
- The OFFER programming mechanism does not function as planned and may face unforeseen challenges due to the newness and complexity of the initiative. This will be mitigated through close monitoring of progress and information sharing through the governance committee structure by OFFER and DFATD.
- The capacity level of service providers inhibits the delivery of solutions. This will be partially mitigated through training provided by OFFER to enhance capacity to design and implement pay-for-results programming.
- The Colombian public sector has limited capacity to absorb, adopt and institutionalize outcomes-based principles and practices, or integrate proposed solutions to bridge education sector gaps. Consequently, no Colombian entity (public or private) may be willing or able to assume responsibility for the OFFER in the long run. To mitigate this risk, OFFER stakeholders will collaborate to ensure ongoing operations.
- OFFER does not fully achieve expected results (e.g., Pay-for-Results Challenges do not generate solutions, solutions are not adopted more widely, or insufficient knowledge/experience is gained). This will be mitigated by employing an adaptable financial and Pay-for-Results Challenge structure, a robust governance, and management framework, close monitoring, and built-in learning and partnership building.
- Population-level barriers (e.g., cultural expectations, family values, socio-economic situation) that impact beneficiary outcomes take more time and effort to address than anticipated by OFFER. This will be mitigated by adapting the complexity of every challenge.
- Reputational risks (e.g., negative publicity, poor public perception) adversely impact OFFER's long-term sustainability and effectiveness. This will be mitigated by a comprehensive communication strategy, including a public website, showcasing OFFER's expected results and achievement.
- Financial risks associated with no guarantees that OFFER stakeholders will be able to contribute financially. This will be mitigated through formalizing contributions of other stakeholders through MOUs and other agreements.

**10) Illustrative Constraints**

- *Timeframe*: Once signed, the contract will be active for a five-year period. *Budget* – DFATD has approved up to $14.7M for five years. $6,3M is reserved for the OFFER contract and $8,4M is reserved for outcome payments. Additional funds are anticipated from Alliance members and future social financers but cannot be formally confirmed at this time.
- *Political Constraints* – National and local elections could impact continuity at the senior level in the Ministry of Education and ETC, which may impact the uptake and commitment to OFFER. Elections will also occur in 2026, possibly affecting transfer/transition provisions.
- *Security* – Security situations in Colombia, especially in rural areas, flare up periodically, which may impact on the movement of project teams and project progress.
- *Sensitivity to the interests of all OFFER partners* – The OFFER project is a public-private sector collaboration that requires recognition and sensitivity to the interests and needs of all partners, acknowledging that interests and agendas may change over time.

## 11) Pay-for-Results Challenge Structure

Pay for Result Challenges

| Challenges Developpement | | | Challenges Implementation | | | |
|---|---|---|---|---|---|---|
| **1, Define challenge objective(s)** | **2, Specify technical details of the challenge** | **3, Coordinate selection process** | **4, Evaluate and select proposals** | **5, Procure the selected projects** | **6, Support mobilization and operations** | **7, Pay for results that are achieved** |
| Strategic decisions: Define the strategy and objectives of the challenge, including outcomes sought | Technical decisions: Geographic focus, cohort eligibility criteria, service requirements, payment levels and mechanism | Technical activity: Produce TOR, manage selection process, answer Q&A, receive proposals | Technical decisions: Evaluate technical, economic and financial proposals. Select projects for award | Technical activity: Preparation of contractual documents, review of documents and signing of contracts | Technical activity: Periodically monitor compliance with contractual obligations during Project. | Technical activity: Authorize and execute payment for results depending on independent results verification. |

## 12) Specifying Technical Details of a Challenge – Illustrative Scenarios

The following chart shows three different types of Challenges that OFFER could decide to undertake depending on if in Phase 1 or 2, with different levels of complexity and features.

| | 1.<br>**Challenge focused on adaptive management of piloted interventions** | **2.**<br>**Challenge focused on replication of evidence interventions** | **3.**<br>**Challenge focused on scaling up of evidence interventions** |
|---|---|---|---|
| **Objective** | Identify the most effective intervention for the target population/situation | Replicate and adapt an existing well-evidenced intervention in a new context | Scale a proven intervention model to a larger remit (geographic or cohort) |
| **What it means?** | • The challenge defines outcome metrics and gives freedom over the intervention: selected projects can adopt different intervention models and focus on different populations seeking to achieve the same results.<br>• Service providers can adjust the design of the intervention and how it is implemented during the project. | • The challenge defines outcome metrics and parameters for intervention: selected projects implement an intervention model aligned with those parameters with a view to understanding what needs to be adapted to work in a new context.<br>• Service providers can partly adjust the design of the intervention according to what is required in the new context. | • The challenge defines outcome metrics and parameters for intervention: selected projects implement an intervention model aligned with those parameters in search of more cost-effective or consistent results in new contexts.<br>• Service providers make operational adjustments during project execution, but do not change the intervention. |

| | | | |
|---|---|---|---|
| **Implications** | • Improves knowledge of the most effective solutions to solve the problem.<br>• Lower cost-efficiency is obtained due to the high degree of experimentation and the uncertainty (prior) the true cost of achieving results. | • Information is generated on the adaptive requirements of interventions in new contexts.<br>• Reasonable cost efficiency is obtained by applying a well-evidence intervention in a new context. | • Information is generated on implementation efficiency and good operational practices.<br>• Higher cost-efficiency is obtained by focusing learning on this topic and having more information prior to set a successful price. |
| **Main risks** | • Lack of results by ineffectiveness of the interventions implemented.<br>• Low cost-efficiency of interventions. | • Intervention, skillsets or practice may not be transferable to new context.<br>• May limit innovation. | • Intervention may not be transferable.<br>• Operational and organizational risks<br>• May limit innovation. |
| **Recommended if…** | • There is some confidence in achieving the results sought (although there is no robust evidence).<br>• Seeking to design and iterate promising interventions to achieve consistent to achieve consistent results | • Interventions have strong evidence.<br>• Seeking to apply existing solutions in a new context that may not otherwise have interventions in place. | • Interventions have strong evidence.<br>• Seeking to compare solutions and find a better way to spend resources.<br>• Seeking to turn intervention into public policy at scale. |

# ANNEX "B" - BASIS of PAYMENT

**<u>The Basis of Payment</u>** may not be 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.

**<u>Definition of a Day/Proration</u>**

A day is defined as 7.5 hours exclusive of meal breaks. Payment will be for days 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.

**<u>Initial contract period</u>: 5 years from contract award**

| **YEAR 1 – From contract award date to May 31, 2025** | | | | |
|---|---|---|---|---|
| **A. Professional Services** | **Name of Resource(s)** | **Firm daily Rates** | **Estimated Level of Effort (Days)** | **Total $CAD** |
| OFFER Director (Based in Colombia) | | **$** | 220 | **$** |
| OFFER Lead Challenge Manager (Based in Colombia) | | **$** | 220 | **$** |
| OFFER Fund Manager | | **$** | 220 | **$** |
| | | | **A. Professional services - Limitation of expenditure** | **$** |

| **YEAR 2 – From June 1st 2025 to May 31, 2026** | | | | |
|---|---|---|---|---|
| **A. Professional Services** | **Name of Resource(s)** | **Firm daily Rates** | **Estimated Level of Effort (Days)** | **Total $CAD** |
| OFFER Director (Based in Colombia) | | **$** | 220 | **$** |
| OFFER Lead Challenge Manager (Based in Colombia) | | **$** | 220 | **$** |
| OFFER Fund Manager | | **$** | 220 | **$** |
| | | | **A. Professional services - Limitation of expenditure** | **$** |

| YEAR 3 – From June 1st 2026 to May 31, 2027 | | | | |
|---|---|---|---|---|
| **A. Professional Services** | **Name of Resource(s)** | **Firm daily Rates** | **Estimated Level of Effort (Days)** | **Total $CAD** |
| OFFER Director (Based in Colombia) | | $ | 220 | $ |
| OFFER Lead Challenge Manager (Based in Colombia) | | $ | 220 | $ |
| OFFER Fund Manager | | $ | 220 | $ |
| | | | **A. Professional services - Limitation of expenditure** | $ |

| YEAR 4 – From June 1st 2027 to May 31, 2028 | | | | |
|---|---|---|---|---|
| **A. Professional Services** | **Name of Resource(s)** | **Firm daily Rates** | **Estimated Level of Effort (Days)** | **Total $CAD** |
| OFFER Director (Based in Colombia) | | $ | 220 | $ |
| OFFER Lead Challenge Manager (Based in Colombia) | | $ | 220 | $ |
| OFFER Fund Manager | | $ | 220 | $ |
| | | | **A. Professional services - Limitation of expenditure** | $ |

| YEAR 5 – From June 1st 2028 to May 31, 2029 | | | | |
|---|---|---|---|---|
| **A. Professional Services** | **Name of Resource(s)** | **Firm daily Rates** | **Estimated Level of Effort (Days)** | **Total $CAD** |
| OFFER Director (Based in Colombia) | | $ | 220 | $ |
| OFFER Lead Challenge Manager (Based in Colombia) | | $ | 220 | $ |
| OFFER Fund Manager | | $ | 220 | $ |
| | | | **A. Professional services - Limitation of expenditure** | $ |

| **B. SUB-CONTRACTOR: (YEAR 1 TO YEAR 5)**<br>**Technical Specialist and Independent Verification Agent** | **LIMITATION OF EXPENDITURE $CAD** |
|---|---|
| The Contractor will be reimbursed for Sub-contractors / technical specialists and the Independent Verification Agent services on a per diem-based fee as required by DFATD. All Technical Specialist per diem rates and tasking under this line item must be pre-authorized, in writing, by the Technical Authority.<br>These per diems will be paid at actual cost without mark-up, upon submission of an itemized statement supported signed time sheets and invoices. | **$2,585,000.00** |

| | |
|---|---|
| NOTE: The Limitation of Expenditure for Sub-contractors MUST NOT be used to substitute resources named under table A. Categories of Professional Services | |

| **C. TRAVEL, TRANSPORTATION AND LIVING EXPENSES – (YEAR 1 TO YEAR 5)** | **LIMITATION OF EXPENDITURE $CAD** |
|---|---|
| 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.<br><br>Expenditures for Travel, Transportation and Living Expenses MUST have the prior authorization of the Technical Authority. Proof of actual expenditure MUST be provided with the invoice.<br><br>All payments are subject to government audit. | **$175,000.00** |

| **D. OTHER DIRECT COSTS– (YEAR 1 TO YEAR 5)**<br><br>**Registration fees for third parties** | **LIMITATION OF EXPENDITURE $CAD** |
|---|---|
| The Contractor will be reimbursed for the registration fees that are reasonably and properly incurred for third parties attending information and training sessions, knowledge sharing events with stakeholders and conferences.<br><br>These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers. | **$200,000.00** |

| **E. OTHER DIRECT COSTS – (YEAR 1 TO YEAR 5)**<br><br>**Transportation, accommodation for third parties** | **LIMITATION OF EXPENDITURE $CAD** |
|---|---|
| The Contractor will be reimbursed for the direct costs that it reasonably and properly incurred for the transportation, accommodation of third parties, during their participation in the training and knowledge sharing sessions.<br><br>Third party participants are defined as individuals who do not receive fees, remuneration or other forms of compensation through the budget of this contract.<br><br>These expenses will be paid at actual cost without mark-up, upon submission of an itemized statement supported by receipt vouchers. | **$150,000.00** |

| **F. OUTCOME PAYMENTS – (YEAR 1 TO YEAR 5)**<br><br>**For Pay-For-Results (By Task Authorizations Only)** | **LIMITATION OF EXPENDITURE $CAD** |
|---|---|
| In consideration of the Contractor satisfactorily completing of all its obligations under the task authorization previously approved by the Technical Authority before the launch of each Challenge, the Contractor will be reimbursed for Outcome Payments for each Challenge.<br><br>The Contractor MUST provide previously approved authorized task form and the results verification report with the invoice to receive the final payment. | **$ 8,400,000.00** |

| TOTAL COST (YEAR 1 TO YEAR 5)<br>From contract award date to March 31, 2029 | | |
|---|---|---|
| A) | PROFESSIONAL SERVICES | $ TBD |
| B) | SUB-CONTRACTOR | $2,585,000.00 |
| C) | TRAVEL, TRANSPORTATION AND LIVING EXPENSES | $175,000.00 |
| D) | OTHER DIRECT COSTS - Registration fees for third parties | $200,000.00 |
| E) | OTHER DIRECT COSTS - Transportation, accommodation for third parties | $150,000.00 |
| F) | OUTCOME PAYMENTS FOR PAY FOR RESULTS | $ 8,400,000.00 |
| | TOTAL (YEAR 1 TO YEAR 5)<br>(A+B+C+D+E+F) Limitation of Expenditure: | $ |
| | The Bidder should indicate which tax rate it will be charging:<br>Tax on Goods and Services_______% | $ |

# ANNEX "C" – TASK AUTHORIZATION FORM
# FOR PAY-FOR-RESULTS ONLY

## TASK AUTHORIZATION / AUTORISATION DE TÂCHE

| | |
|---|---|
| | **Contract Number – Numéro du contrat** |
| **Contractor Name and Address – Nom et l'adresse de l'entrepreneur** | **Task Authorization (TA) No.**<br>**Nº de l'autorisation de tâche (AT)** |
| | **Fund Center – Centre de coût** |
| | **Title of the task, if applicable – Titre de la tâche, s'il y a lieu** |
| | **Total Estimated Cost of Task (Applicable taxes extra) –**<br>**Coût total estimative de la tâche (Taxes applicables en sus)** |

**Security Requirements: This task includes security requirement.**
**Exigences relatives à la Sécurité : Cette tâche comprend des exigences relatives à la sécurité**

☐ No – Non ☐ Yes – Oui If YES, refer to the Security Requirements Checklist (SRCL) including in the Contract
Si OUI, voir la Liste de vérification des exigences relative à la sécurité (LVERS) dans le contrat

## For Revision only – Aux fins de révision seulement

| **TA Amendment Number – Numéro de la modification de l'AT** | **Date** |
|---|---|
| Total Estimated Cost of Task (Applicable taxes extra) before the revision –<br>Coût total estimative de la tâche (Taxes applicables en sus) avant la révision | $ |
| Increase or Decrease (Applicable taxes extra), as applicable.<br>Augmentation ou réduction (Taxes applicables en sus), s'il y a lieu | $ |

**Start of the Work for a TA: Work cannot commence until a TA has been authorized in accordance with the conditions of the contract.**

**Début des travaux pour l'AT : Les travaux ne peuvent pas commencer avant que l'AT soit autorisée conformément au contrat.**

## Required Work – Travaux requis

(For completion by Technical Authority – À être complété par l'autorité technique)

| | |
|---|---|
| **A. Task Description of the Work required – Description de tâche des travaux requis** | **See attached – Ci joint** ☐ |
| **B. Basis of Payment – Base de paiement** | **See attached – Ci joint** ☐ |
| **C. Cost of Task – Coût de la tâche** | **See attached – Ci joint** ☐ |
| **D. Method of Payment – Méthode de paiement** | **See attached – Ci joint** ☐ |

## Authorization (s) – Autorisation (s)

**By signing this TA, the authorized client and (or) the DFATD Contracting Authority certify(ies) that the content of this TA is in accordance with the conditions of the contract.**
**The client's authorization limit is identified in the contract. When the value of a TA is exceeded the TA must be forwarded to the DFATD Contracting Authority for authorization.**

**En apposant sa signature sur l'AT, le client autorisé et (ou) l'autorité contractante du MAECD atteste(nt) que le contenu de cette AT respecte les conditions du contrat. La limite d'autorisation du client est précisée dans le contrat. Lorsque la valeur de l'AT et ses révisions dépasse cette limite, l'AT doit être transmise à l'autorité contractante du MAECD pour autorisation.**

________________________________________

Name, title and dated Signature of authorized client – Nom, titre et signature datée du client autorisé à signer

________________________________________

Name, title and dated Signature of authorized client – Nom, titre et signature datée du client autorisé à signer

## Contractor Signature – Signature de l'entrepreneur

________________________________________

Name, title and dated Signature of individual authorized to sign for the Contractor
Nom, titre et signature datée de la personne autorisée à signer au nom de l'entrepreneur

# ANNEX "D" - SECURITY REQUIREMENTS CHECK LIST (SRCL)

Government of Canada / Gouvernement du Canada

| |
|---|
| Contract Number / Numéro du contrat |
| Security Classification / Classification de sécurité<br>unclassified |

## 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 NLA/BGOTA |
| 3. a) Subcontract Number / Numéro du contrat de sous-traitance | 3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant |

4. Brief Description of Work / Brève description du travail
Contractor will manage the Outcome Fund for Education Results (OFFER), a public-rpivate sector funding mechanism to enhance education outcomes for Colombians.

| | | |
|---|---|---|
| 5. a) Will the supplier require access to Controlled Goods?<br>Le fournisseur aura-t-il accès à des marchandises contrôlées? | ☑ No / Non | ☐ Yes / Oui |
| 5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations?<br>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? | ☑ No / Non | ☐ Yes / Oui |

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

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

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

| Canada ☐ | 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) ☐ |

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité
unclassified

Canada

Government of Canada — Gouvernement du Canada

| Contract Number / Numéro du contrat |
|---|
| Security Classification / Classification de sécurité: unclassified |

**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 : Contrator don't have access to any special sites. If they come to the Embassy, they will be treated like any visito

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

TBS/SCT 350-103(2004/12)

Security Classification / Classification de sécurité: unclassified

Canadä

Government of Canada | Gouvernement du Canada

| Contract Number / Numéro du contrat |
|---|
| |
| Security Classification / Classification de sécurité<br>unclassified |

**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<br>Catégorie | PROTECTED<br>PROTÉGÉ | | | CLASSIFIED<br>CLASSIFIÉ | | | NATO | | | | COMSEC | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | A | B | C | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET | NATO RESTRICTED<br>NATO DIFFUSION RESTREINTE | NATO CONFIDENTIAL<br>NATO CONFIDENTIEL | NATO SECRET | COSMIC TOP SECRET<br>COSMIC TRÈS SECRET | PROTECTED PROTÉGÉ A | B | C | CONFIDENTIAL<br>CONFIDENTIEL | SECRET | TOP SECRET<br>TRÈS SECRET |
| Information / Assets<br>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?
La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

**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 « Classification de sécurité » au haut et au bas du formulaire.**

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?
La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?

☑ No / Non ☐ Yes / Oui

**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).**

# ANNEX "E-1" – MANDATORY TECHNICAL CRITERIA

### 4.1.1 Mandatory Technical Criteria

a) The bid MUST meet the mandatory technical criteria specified below.

b) The Bidder MUST provide the necessary documentation to support compliance with this requirement.

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

d) Each mandatory technical criterion MUST be addressed separately.

| 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 composed of the following qualified resources:<br>**a)** OFFER Director (based in Colombia).<br>**b)** OFFER Lead Challenge Manager (based in Colombia); and<br>**c)** OFFER Fund Manager | |

# ANNEX "E-2" – MANDATORY FINANCIAL CRITERIA

### 4.1.2 Mandatory Financial Criteria

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

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

c) Each criterion should be addressed separately.

| Mandatory Financial Criteria (MFC) | |
|---|---|
| **ITEM** | **DESCRIPTION OF CRITERIA** |
| **MFC1** | Bidders **MUST** submit their financial bid, in Canadian dollars by using the grid in **Annex B Basis of Payment.**<br><br>**The Basis of Payment grid may not be modified**, nor shall any of its conditions be waived. |

# ANNEX "E-3" – POINT RATED TECHNICAL CRITERIA

## 4.1.3 Point Rated Technical Criteria

a) Bids which meet all the mandatory technical and financial criteria will be evaluated and scored as specified in the tables inserted below

b) Bids which fail to obtain the required minimum number of points specified will be declared non-responsive.

c) Each point rated technical criterion should be addressed separately.

### 4.1.3.1. The following parameters apply to the Bidder's Experience section:

Where the 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, tasks* described and role in the implementation of the Projects.

* Where the Bidder is required to describe tasks completed and experience, the following information should be included for each Project referenced.

- Duration of time that tasks were performed, or experience was acquired on project (including start and end dates),
- Country in which the project was delivered occurred Stakeholders**,
- Brief Project summary

### 4.1.3.2. Definition

**Stakeholders:**

- **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.
- **Non-government organizations NGO's**: Other donors, non-government organizations, international organizations.

**Blended Finance:**

strategic use of development finance for the mobilization of additional finance towards sustainable development in developing countries, where additional finance refers to commercial finance that does not primarily target development outcomes in developing countries.

**Result based funding:**

Results-based funding involves a mechanism through which a funder is willing to make payments to an agent who assumes responsibility for achieving pre-defined results. Results are defined in advance and funding is only released upon the achievement of these results that are verified independently.

## POINT RATED CRITERIA

### Bidder's Experience

**RC1**

The Bidder should describe their experience in managing projects that include multi-stakeholder engagement and a Pay-for-Results payment structure.

Bidder should provide a brief project summary for each three (3) projects, and clearly indicate the tasks they performed, as well as the deliverables achieved throughout all phases of the project.

**NOTE:**

The projects **MUST** have been completed **on or after January 1st, 2011**; and

**MUST** have an overall project value of **at least $1,000,000 CAN (per year).**

For the purpose of requirement RC1.1 to RC1.3, the term 'project' is defined as a contract, agreement or arrangement signed by the Bidder individually or in a consortium to provide the Project Management services.

If the number of projects included in the Bid exceeds the number indicated in the evaluation criteria DFATD will only evaluate the first 3 projects in the order that they are provided.

The evaluation will be on the cumulative experience; therefore, every project does not have to have every element

**RC1.1 — Experience in implementing and overseeing projects**

The Bidder should describe and summarize its experience in Project Management and the tasks undertaken for each of the elements below.

**3 points will be awarded per element** where tasks completed are described within any of the three (3) PROJECTS provided.

1) Implementing a project
2) Tracking project progress, including results-based management.
3) Implementing a project in the education sector at any level below post-secondary
4) Communicating with the public sector and non-governmental organization stakeholders
5) Communicating with private sector stakeholders
6) Managing project risks
7) Implementing a project with any of the following populations as beneficiaries: indigenous communities, migrants, refugees, women and girls, internally displaced population and/or Afro-Latino communities
8) Managing a Blended Finance project in partnership with two (2) or more co-financiers
9) Securing additional funds from new co-financiers to assist in project funding
10) Reporting to and engaging with the Governance Committee overseeing the project

| Element # | PROJECT related to the tasks carried out |
|---|---|
| 1) | |
| 2) | |
| 3) | |
| 4) | |
| 5) | |
| 6) | |
| 7) | |
| 8) | |
| 9) | |
| 10) | |
| 11) | |
| 12) | |
| 13) | |
| | **Maximum 39 points** |

11) Learning from and sharing knowledge and lessons learned on a project while in the Project Management phase
12) Providing capacity-building technical assistance to project stakeholders
13) Improving Public Policy and Practice by supporting the adoption of proven models or best practices by governments and/or sector stakeholders

**RC1.2 — Gender Equality Strategy**

The Bidder should describe and summarize its experience and the tasks undertaken when implementing and overseeing projects that include Gender Equality Strategy development.

**3 points will be awarded per element** where tasks undertaken are described within any of the three (3) PROJECTS provided.

1) Employing gender-based analysis throughout the design and operation of the projects
2) Ensuring data is disaggregated by gender and other intersectional identity factors including gender, caste, sex, race, ethnicity, class, sexuality, religion, disability)
3) Consulting women, girls and vulnerable populations to ensure perspectives are integrated to gender-based analyses

| Element # | PROJECT related to the tasks carried out |
|---|---|
| 1) | |
| 2) | |
| 3) | |
| | **Maximum 9 points** |

**RC1.3 — Results-based Payment Design, Development, and Implementation**

The Bidder should describe and summarize its experience and the tasks undertaken when implementing and overseeing a project focused on Pay-for Results or Program for Results Initiative Design and Development.

**3 points will be awarded per element** where tasks undertaken are described within any of the three (3) PROJECTS provided.

1) Defining the Results-based Payment objective, results process for validating results achieved.
2) Identifying the sources of funding or financial contributors for the Results-based Payment project/initiative
3) Budgeting and forecasting for Pay-for-Results
4) Defining the Metrics of the Results-based payments
5) Defining the independent Verification process used to validate the results of the initiative upon completion.
6) Establishing and administrating a Trust Fund or banking mechanism to receive funding from outcome payers and social financiers including identifying the financial institution, gathering information and data assessment.
7) Managing financial risks.

| Element # | PROJECT related to the tasks carried out |
|---|---|
| 1) | |
| 2) | |
| 3) | |
| 4) | |
| 5) | |
| 6) | |
| 7) | |
| | **Maximum 21 points** |

**Total Point rated criteria - Bidder: /69 points**

<table>
<tr><th colspan="3">POINT RATED CRITERIA</th></tr>
<tr><th colspan="3">Resource Category: OFFER Director</th></tr>
<tr><td>RC2</td><td colspan="2">The Bidder should describe the proposed OFFER Director experience and the tasks completed in each of the project examples provided.<br><br>The Bidder should provide a brief project summary and indicate the tasks the proposed resource performed, and the deliverables achieved throughout all phases of the project.<br><br><u>NOTE:</u><br><br>The projects MUST have been completed on or after January 1st, 2011; and<br><br>The resource MUST have performed the tasks on the project for a minimum duration of at least twelve (12) consecutive months (1 year) – YY-MM to YY-MM on each project provided in response to RC2.</td></tr>
<tr><td>RC2.1</td><td colspan="2">Education: OFFER Director</td></tr>
<tr><td colspan="2">The Bidder should provide <u>a copy of a diploma/certificate</u> that the proposed OFFER Director has obtained in a relevant discipline* to the services requested and from a recognized institution*.<br><br>For the purpose of this criterion:<br><br>“Relevant discipline” is defined as a discipline related to education, blended finance, sociology, international development, political science, women’s studies or other social science, business administration, economics, public policy, statistics or public relations.<br><br>“Recognized educational institution” is defined as a public, non-governmental or private entity that has been given full or limited authority to provide formal specialized training.<br><br>Canada will only consider programs of study that the proposed resource has successfully completed at the time of bid closing.<br><br>If the proposed resource’s education was obtained outside of Canada, the bidder must submit, with the proof of stated education, a Foreign Credential Validation against Canadian Standards assessment. Bidders can reach out to the <u>Canadian Information Centre for International Credentials (CICIC)</u>, who can assist with the process.</td><td>If the proposed OFFER Director holds:<br><br>a) One Post-graduate degree Diploma (i.e., higher than bachelor): 6 points<br><br>b) One or more Undergraduate degree Diploma (i.e., bachelor OR equivalent):<br>2 points per diploma - Maximum 4 points<br><br>c) One or more training certificate in the disciplines of project management, innovative finance, results-based payment programming, gender equality<br>2 points per certificate - Maximum 10 points<br><br>d) Additional three (3) points for professional certificate from a *relevant discipline.<br><br>Maximum of 23 points</td></tr>
<tr><td>RC2.2</td><td colspan="2">Experiences: OFFER Director</td></tr>
<tr><td colspan="2">The Bidder should describe the tasks completed by the proposed OFFER Director that demonstrate their experience leading initiatives.<br><br>3 points will be awarded per element where tasks undertaken are described within any of the three (3) PROJECTS provided.</td><td><table><tr><th>Element #</th><th>PROJECT related to the tasks carried out</th></tr><tr><td>1)</td><td></td></tr><tr><td>2)</td><td></td></tr><tr><td>3)</td><td></td></tr></table></td></tr>
</table>

| | |
|---|---|
| **1)** Ensuring overall quality and management oversight of all activities of the project.<br>**2)** Leading the development of and reviewing all key project documents.<br>**3)** Developing and maintaining networks of key stakeholders (government, civil society, other donors, private sector).<br>**4)** Ensuring the effective management of project progress, achievements and results and their ability to manage risks.<br>**5)** Managing international development projects<br>**6)** Designing, launching, or evaluating Pay-for-Results initiatives.<br>**7)** Managing blended finance initiatives with both public and private sector partners. | 4) \| <br>5) \| <br>6) \| <br>7) \| <br>**Maximum 21 points** |
| **Total Point rated criteria – OFFER DIRECTOR: /44 points** | |

| **POINT RATED CRITERIA** | | |
|---|---|---|
| **Resource Category: OFFER Lead Challenge Manager** | | |
| **RC3** | The Bidder should describe the proposed **OFFER Lead Challenge Manager** experience and the tasks completed in each of the project examples provided.<br><br>The Bidder should provide a brief project summary and indicate the tasks the proposed resource performed, and the deliverables achieved throughout all phases of the project.<br><br>**NOTE:**<br><br>The projects **MUST** have been completed on or after January 1st, 2011; and<br><br>The resource **MUST** have performed the tasks on the project for a minimum duration of at least twelve (12) consecutive months (1 year) – YY-MM to YY-MM on each project provided in response to RC3.<br><br>**No points will be awarded unless each project submitted meets the above.** | |
| **RC3.1** | **Education: OFFER Lead Challenge Manager** | |
| The Bidder should provide a copy of a diploma/certificate that the proposed **OFFER Lead Challenge Manager** has obtained in a relevant discipline* to the services requested and from a recognized institution*.<br><br>For the purpose of this criterion:<br><br>“Relevant discipline” is defined as a discipline related to education, blended finance, sociology, international development, political science, women’s studies or other social science, business administration, economics, public policy, statistics or public relations.<br><br>“Recognized educational institution” is defined as a public, non-governmental or private entity that has | | If the proposed OFFER Lead Challenge Manager holds:<br><br>**a)** One Post-graduate degree Diploma (i.e., higher than bachelor): **6 points**<br><br>**b)** One or more Undergraduate degree Diploma (i.e., bachelor OR equivalent): **2 points per diploma - Maximum 4 points**<br><br>**c)** One or more training certificate in the disciplines of project management, innovative finance, |

| | |
|---|---|
| been given full or limited authority to provide formal specialized training.<br><br>Canada will only consider programs of study that the proposed resource has successfully completed at the time of bid closing.<br><br>If the proposed resource's education was obtained outside of Canada, the bidder **must** submit, with the proof of stated education, a Foreign Credential Validation against Canadian Standards assessment. Bidders can reach out to the Canadian Information Centre for International Credentials (CICIC), who can assist with the process. | results-based payment programming, gender equality<br>**2 points per certificate - Maximum 10 points**<br><br>**d)** **Additional three (3) points** for professional certificate from a *relevant discipline.<br><br>**Maximum of 23 points** |

<table>
<tr><td>RC3.2</td><td colspan="2">Experience: OFFER Lead Challenge manager</td></tr>
<tr><td colspan="2">
The Bidder should describe the tasks completed by proposed OFFER Lead Challenge Manager that demonstrate their experience in managing projects that incorporate a Pay-for Results or Program for Results approach.
3 points will be awarded per element where tasks undertaken are described within any of the three (3) PROJECTS provided.
1) Developing tools (e.g., outreach documents, due diligence checklists); coordinating Pay-for-Results Challenge or results-based approaches, (e.g. conducting screening of proposals; supporting or conducting due diligence of short-listed proponents; documenting approvals processes and funding decisions; making recommendations to a Project Review Committee or equivalent);
2) Working with and building relationships with local organizations.
3) Designing and launching Pay-for-Results initiatives.
4) Working with private sector in designing, developing or implementing Pay-for-Results initiatives.
5) Leading development of and implementation of strategic plans for public policy advocacy and communications.
6) Leading implementation of strategic plans for capacity building or knowledge sharing.
7) Overseeing implementation of gender equality strategy.
8) Working on innovative finance or blended finance initiatives with public and/or private sector.
</td><td>
<table>
<tr><th>Element #</th><th>PROJECT related to the tasks carried out</th></tr>
<tr><td>1)</td><td></td></tr>
<tr><td>2)</td><td></td></tr>
<tr><td>3)</td><td></td></tr>
<tr><td>4)</td><td></td></tr>
<tr><td>5)</td><td></td></tr>
<tr><td>6)</td><td></td></tr>
<tr><td>7)</td><td></td></tr>
<tr><td>8)</td><td></td></tr>
<tr><td colspan="2">Maximum 24 points</td></tr>
</table>
</td></tr>
<tr><td colspan="3">Total Point rated criteria – Lead Challenge Manager: /47 points</td></tr>
</table>

## POINT RATED CRITERIA

### Resource Category: OFFER Fund Manager

**RC4**

The Bidder should describe the proposed **OFFER Fund Manager** experience and the tasks completed in each of the project examples provided.

The Bidder should provide a brief project summary and indicate the tasks the proposed resource performed, and the deliverables achieved throughout all phases of the project.

**NOTE:**

The projects **MUST** have been completed on or after January 1st, 2011; and

The resource **MUST** have performed the tasks on the project for a minimum duration of at least twelve (12) consecutive months (1 year) – YY-MM to YY-MM on each project provided in response to RC3.

**RC4.1 — Education: OFFER Fund Manager**

The Bidder should provide a copy of a diploma/certificate that the proposed **OFFER Fund Manager** has obtained in a relevant discipline* to the services requested and from a recognized institution*.

For the purpose of this criterion:

"Relevant discipline" is defined as a discipline related to education, blended finance, sociology, international development, political science, women's studies or other social science, business administration, economics, public policy, statistics or public relations.

"Recognized educational institution" is defined as a public, non-governmental or private entity that has been given full or limited authority to provide formal specialized training.

Canada will only consider programs of study that the proposed resource has successfully completed at the time of bid closing.

If the proposed resource's education was obtained outside of Canada, the bidder **must** submit, with the proof of stated education, a Foreign Credential Validation against Canadian Standards assessment. Bidders can reach out to the Canadian Information Centre for International Credentials (CICIC), who can assist with the process.

If the proposed OFFER Fund Manager holds:

**a)** One Post-graduate degree Diploma (i.e., higher than bachelor): **6 points**

**b)** One or more Undergraduate degree Diploma (i.e., bachelor OR equivalent):
**2 points per diploma - Maximum 4 points**

**c)** One or more training certificate in the disciplines of project management, innovative finance, results-based payment programming, gender equality
**2 points per certificate - Maximum 10 points**

**d)** **Additional three (3) points** for professional certificate from a *relevant discipline.

**Maximum of 23 points**

**RC4.2 — Experience: OFFER Fund Manager**

The Bidder should describe the tasks completed by proposed **OFFER Fund Manager** that demonstrate their experience in managing projects that incorporate a Pay-for Results or Program for Results approach.

| Element # | PROJECT related to the tasks carried out |
|---|---|
| 1) | |
| 2) | |
| 3) | |

| | |
|---|---|
| **3 points will be awarded** per element where tasks undertaken are described within any of the three (3) PROJECTS provided.<br>**1)** Establishing and administrating a Trust Fund or banking mechanism to receive funding from outcome payers and/or social financiers.<br>**2)** Financial management and reporting.<br>**3)** Budgeting and forecasting Pay-for-Results or results-based approach.<br>**4)** Developing and maintaining record keeping and filing system. | 4) \| <br>**Maximum 12 points** |
| **Total Point rated criteria – OFFER Fund Manager:** | **/35 points** |

| | |
|---|---|
| Total Point rated criteria – **Bidder** | **/69** |
| Total Point rated criteria – **OFFER Director** | **/44** |
| Total Point rated criteria – **OFFER Lead Challenge Manager** | **/44** |
| Total Point rated criteria – **OFFER Fund Manager** | **/35** |
| **Total – Point rated criteria**<br>Obtain the required **minimum of 117 points (60%)** overall for the technical evaluation criteria which are subject to point rating. The rating is performed on a scale of **195 points** | **/195** |