

SECTION A

BIDDER INSTRUCTIONS, INFORMATION AND CONDITIONS

This request for proposal (RFP) is issued by Human Resources and Social Development Canada (HRSDC).

ACCEPTANCE OF TERMS AND CONDITIONS

A proposal indicates that the Bidder agrees to be bound by the instructions, information and conditions in their entirety as they appear in this RFP. No other terms and conditions included in the Bidder's proposal will be applicable to the resulting contract notwithstanding the fact that the Bidder's proposal may become part of the resulting contract.

ENQUIRIES REGARDING THE BID SOLICITATION

To ensure the integrity of the competitive bid process, enquiries and other communication regarding this procurement are to be directed **only** to the Contracting Authority. Enquiries and other communication are not to be directed to any other government official(s). Failure to comply with this condition during the solicitation period may (for that reason alone) result in the disqualification of the proposal.

Enquiries **MUST** be received **no later than five calendar days** prior to bid closing date to allow sufficient time to provide a response. Enquiries received after that time may not be answered prior to the bid closing date.

To ensure consistency and quality of information provided to Bidders, provision will be made to provide, simultaneously to all Bidders to which this RFP has been sent, any information with respect to significant inquiries received and the replies to such inquiries without revealing the sources of the enquiries.

PROPOSAL COSTS

No payment shall be made for costs incurred in the preparation and submission of a proposal in response to this RFP.

No costs incurred before receipt of a signed contract or specified written authorization from the Contracting Authority can be charged to any resultant contract.

REVISIONS

After the RFP closing date, no revisions to the proposal will be accepted. During the evaluation, members of the Evaluation Team may, at their discretion, submit questions or conduct interviews with Bidders to obtain clarifications.

APPLICABLE LAWS

Any resulting contract shall be interpreted and governed, and the relations between the Parties determined, by the laws in force in the Province of Ontario, Canada.

METHOD OF PAYMENT

Payment shall be made within thirty (30) days following the date on which an invoice and substantiating documentation are received according to the terms of the contract.

INVOICING INSTRUCTIONS

The invoice **MUST** clearly state the date, contract number and the description of work. Any amount to be levied against Her Majesty in respect of the GST/HST is to be shown separately on all invoices for goods supplied or services provided and will be paid by the Government of Canada. The Bidder agrees to remit any GST/HST paid or due to CRA.

SUBMISSION OF PROPOSALS

All proposals to be submitted by e-mail to the following:

e-mail: madeleine.breau@servicecanada.gc.a

SECTION B

STATEMENT OF WORK (9829-08-0013)

- 1. Research Project Title:** Labour Market Adjustment: Evaluation Synthesis of Findings and Lessons Learned.
- 2. Closing Date:** This RFP will close on: March 9, 2009. Proposals will not be accepted after **16:00 (EST / EDT)**.

Proposals must be submitted to:

Madeleine Breau at: madeleine.breau@servicecanada.gc.ca

3. Purpose of Research Project:

The Evaluation Directorate of Human Resources and Skills Development Canada (HRSDC) wishes to retain the services of contractors to conduct thematic evaluation synthesis on key areas of interventions.

Evaluation synthesis is an approach for addressing questions that can be satisfactorily answered without conducting primary data collection. Along with individual evaluation, evaluation synthesis can serve three basic purposes:

1. Accountability and/or progress reporting on achieving objectives;
2. Management decision-making on the design and implementation of interventions; and,
3. Evaluation and/or performance measurement planning and framing.

Evaluation synthesis aims at identifying what works, how, why, and in which circumstances in relation to a specific intervention outcome or population group and policy instrument(s) with a view to drawing lessons learned and implications for improvement of the development and implementation of interventions, as well as for improvement of performance measurement and evaluation.

This document is requesting proposals for the Labour Market Adjustment synthesis study.

4. Background:

The TB Evaluation Policy objective is to strengthen the evaluative information base to support evidence-based decision-making on policy, expenditure management and program improvements. In consultation with a Strategic

Policy and Research task team of policy, policy research and evaluation managers, the HRSDC Evaluation Directorate has developed an action plan to improve evaluation support for evidence-based intervention development, and implementation. This action plan emphasizes Policy's interest for both single evaluation results and thematic syntheses from multiple evaluation findings and other sources of evidence. It also emphasizes the need to develop forward-looking and better focused thematic analysis to address intervention-mix and cross-cutting issues with respect to lessons learned. Indeed, in the absence of such syntheses, little cross-programming and/or instrument-mix is captured and disseminated to inform future improvement of interventions, so that enabling factors may be forgotten while the challenges continue to recur.

From the perspective of this work, a thematic evaluation synthesis aims at identifying what works, how, why, in which circumstances in relation with a specific intervention outcome or population group, and policy instrument(s) /intervention(s). Beyond a summary, a synthesis is an analysis that focuses on cross-cutting issues, drawing, whenever possible, horizontal conclusions and not merely repeating individual evaluation conclusions. From such overall conclusions, it then draws lessons learned and implications for the development and implementation of interventions, as well as for their performance measurement.

Evaluation findings are understood as evidence-based factual statements about the intervention with respect to defined evaluation issues. The findings of the synthesis study are obtained primarily through secondary research involving a review of HRSDC evaluation reports and evaluative literature at the national and international level. Lessons learned are general hypotheses based on the findings of one or more evaluations, which are presumed to relate to a general principle that may be more broadly applicable. In this synthesis work, the lessons learned are specifically related to those regarding the relevance, design, successful implementation and evaluation of interventions under review. Therefore, expected outcomes of a thematic evaluation synthesis will include:

1. An assessment of emerging trends in the design, implementation, and performance of HRSDC interventions in terms of: (a) expected outcomes, targeted population groups and instruments-mix; (b) relevance, effectiveness and cost-effectiveness; and (c) barriers and facilitators in achieving expected results.
2. A number of key lessons learned and implications for improvement of the development and implementation of interventions as well as for improvement of performance measurement and evaluation.

Such a thematic analysis of a selection of evaluation reports conducted in order to track what issues are commonly identified as impacting on what works for whom in what circumstances, presents some challenges. Where

related individual evaluations are available, they may not have been framed with synthesis in mind, in terms of both content and quality. Although data supplementation through review of national and international good practices might be useful, it adds complexity with respect to the issue of lesson transferability into different contexts. Therefore, field investigation might be necessary to address information gaps not covered in existing evaluation reports, and to contextualize lessons learned in order to increase their applicability.

5. Research Project Requirements:

5.1 Evaluation Synthesis Objectives

The evaluation synthesis specific objectives are to:

- Assess trends emerging across the evaluations with respect to the design, implementation, and performance of HRSDC interventions;
- Identify factors underlying the trends observed above;
- Draw lessons to be learned from the experience of HRSDC and others, as well as implications that could apply to improvement of accountability, intervention design and implementation, and performance measurement and/or evaluation within the HRSDC environment.

In order to achieve these objectives on the proposed theme, the synthesis should provide answers to the following key specific questions, as well as any others that may arise during the course of the review or may result from refinement of the proposed questions:

- What is the profile of the labour market adjustment interventions already in place or that have been adopted (within HRSDC / Canada and internationally) in response to the employment and social impact of financial and economic crisis?
- What is the overall variability and relationship in target needs, adjustment mechanisms and performance of interventions (within HRSDC / Canada and internationally) in terms of:

- Relevance;
 - Effectiveness;
 - Cost-effectiveness; and,
 - Barriers and facilitators in achieving expected results.
- What are the characteristics of the internal (HRSDC) and external (national and international) interventions that performed well in assisting workers in a period of economic downturn (i.e., what works, how, why, and in what circumstances)?
 - What lessons learned from this internal (HRSDC) and external (national and international) review apply to the HRSDC context for designing a possible new generation of interventions to address the employment and social impact of the current financial and economic crisis?
 - Are there emerging good practices of measuring implementation attainment of interventions that can accurately inform monitoring and evaluation of synergies and cumulative effects of the interventions?

5.2 Approach and Methodology

HRSDC evaluation syntheses use recognized best practices for undertaking systematic and transparent reviews of evaluation and/or research. Such a systematic review process is made of the following seven main phases.

1. Identify the synthesis question;
2. Develop an analytical framework for synthesis;
3. Computerized literature search;
4. Quality rating and selection of evaluation studies;
5. Content analysis of individual study reports;
6. Conducting interviews and supplementary document analysis (as necessary);
7. Synthesizing findings and lessons learned.

Each synthesis will incorporate three intertwined major outputs:

1. A review report of national and international practice in the areas of policy under consideration;

2. A synthesis report of HRSDC evaluations related to the areas of policy under consideration; and,
3. A consolidated roll-up report that integrates the results and conclusions of the two reports above with the purpose of giving intervention practitioners (including evaluators) a reliable and easy-to-use reflection on what works, how, why, and in what circumstances, for their practice, within the specific context of HRSDC.

5.3 Tasks and Deliverables

The bidder will be required to include in his/her proposal a preliminary approach and draft work plan explicitly addressing the above-mentioned approach.

The draft work plan will also specify completion dates for each of the deliverables listed below, subject to completion of the project within 16 weeks after contract signed.

Upon the sign-off of the contract, the following task and deliverables are expected from the contractor:

- Kick-off Meeting;
- Final Work Plan;
- Methodology Report;
- Review of National and International Experiences – Technical Report;
- Review of the HRSDC Experience – Technical Report;
- Interviews and Additional Document Review– Technical Report;
- Draft Report; and,
- Final Report and Presentation Deck.

5.3.1 *Kick-off Meeting*

An introductory meeting with the Project Authority will be conducted in-person or via teleconference by the contractor in order to confirm the project objectives, expectations and elements of the work plan.

5.3.2 *Final Work Plan*

Following the kick-off meeting, the contractor will develop the final work plan. The final detailed work plan should reflect the approach outlined in this statement of work/request for proposals as well as the one outlined in the bidder's proposal and discussed at the kick-off meeting.

5.3.3 Methodology Report

The detailed methodology report will identify an approach and methodology to the review of HRSDC, national and international evaluation and research reports. It will also identify the number of program managers to be interviewed to supplement the document and literature review, and will include the draft interview guide(s). Additionally, the contractor will be required to clarify the approach to conducting and using interviews for collecting and analyzing data. Where a deeper understanding of factors impacting on what works would be expected from case studies, the interviews could focus on a limited number of interventions selected on the basis of clearly stated and predefined criteria.

The methodology report should include a template for an evidence matrix that will be used to provide a summary of findings by key question for each of the methodologies / deliverables (i.e., HRSDC experience, national and international experience, interviews, and additional document reviews).

The contractor should clarify how, in drawing lessons learned and implications for interventions and performance measurement/evaluation practices, he/she will know what works, how, why, and in which circumstances. To that effect, the contractor will develop a framework for synthesizing, based on an analytical framework for policy-focused thematic synthesis that includes:

- Definitions of the terms in the synthesis question(s); and,
- Causal links of outcomes, contexts and process components needed for a successful intervention (what makes for an effective intervention).

Applying that causal lens will help to focus the research question(s) further, structure the selection of studies to be reviewed and make sense (and common understanding) of the evaluation findings coding and interpretation. All components of the framework must be considered in conjunction with one another when carrying out the synthesis.

Corollary, the contractor should also clarify how reliability and validity of evidence collected through the document review and interviews will be assured through recognized professional standards of qualitative research (e.g., but not limited to triangulation, constant test of emerging conclusions against both reduced and raw data, including their systematic inversion and peer/stakeholder validation).

5.3.4 Review of National and International Experiences – Technical Report

The contractor will dress an inventory of comparable evaluation studies, including syntheses at the national (e.g., other federal and provincial departments / organizations) and international level (e.g., traditional

comparable OECD countries, such as United States, United Kingdom, Australia, and New Zealand), as well as recent national and/or international research studies relevant to the synthesis.

From this inventory, the contractor will systematically select the most relevant studies for the purpose of the evaluation synthesis. The technical report will indicate the total number of all the reports identified as well as the method used to obtain them, the list of the reports that were retained for in-depth review and the criteria used for their selection. This task should be started during the development of the detailed methodology report.

The contractor is expected to take a proactive role in the identification of relevant national and international evaluation and research reports. The list of reports to be reviewed will be approved by the Project Authority prior to review.

The contractor will deliver a technical report on results of the review of national and international evaluation and research reports, based on the evaluation matrix template referred to in the methodology report section and providing the pages referenced from the study report under review.

5.3.5 Review of the HRSDC Experience – Technical Report

The Project Authority will provide the contractor with applicable HRSDC evaluation and research reports. The contractor will propose a number of evaluations to be chosen as a pilot initiative to test the review and develop a separate evidence matrix template (see the methodology report section). The content of each report will then be reviewed and analyzed vis-à-vis this evidence matrix template, providing the pages referenced from the study report under review. The analysis results will be summarized into a technical report, including an evidence matrix compiling individual evaluation review findings.

5.3.6 Interviews and Additional Document Reviews – Technical Report

The contractor will conduct interviews in person or via telephone or teleconference with HRSDC program managers as well as review any additional documentation identified in the course of the interviews in order to complete, enhance and contextualize the findings from reviewed reports. The contractor will compile and analyze the data obtained from the interviews and additional document review based respectively on the interview guide(s) and the document review evidence matrix, using the tested template referred to in the methodology report section. These evidence matrices will be included in the technical report.

As indicated above, where a deeper understanding of factors impacting on what works would be expected from case study, the interviews could focus on a limited number of selected interventions.

5.3.7 Draft Report

The draft report will be done in stages, with an annotated outline submitted to the Project Authority for review and comment prior to the submission of the full length-report. The annotated outline will be prepared to show, in a clear and concise manner:

- Emerging trends in the design, implementation and performance of the interventions under review in terms of: (a) expected outcomes, targeted population groups and instruments-mix; (b) relevance, effectiveness and cost-effectiveness; and (c) barriers and facilitators in achieving expected results.
- Factors underlying the trends observed;
- Lessons learned from the HRSDC, national and international experience, as well as implications that could apply to improvement of accountability, intervention design and implementation, and performance measurement and/or evaluation within the HRSDC environment.

The draft report should be organized according to the final report format described below and should include templates of tables and other innovative formats to guide the analysis and synthesis of information contained in the evaluation reports.

5.3.8 Final Report and Presentation Deck

The final report will be a roll-up report integrating all findings from the evaluations with the purpose of providing intervention practitioners with a reliable, easy-to-use reflection of what works, how, why, and in what circumstances (and alternatively, why it does not work and when).

One hard copy and an electronic version of the final report will be provided to the Project Authority. The document will be presented in Microsoft Word 2003 format and be limited to 20-25 pages, excluding appendices and/or annexes.

The contractor will also provide a PowerPoint presentation summarizing the key synthesis findings and providing references to the key pages of the final report.

It is important to note that the final report must be a self-contained document that includes all information necessary to address the synthesis questions within its body (i.e., the report should not refer to appendices with the exception of the evidence matrices). A reader unfamiliar with the intervention(s) and/or the evaluations (or research studies) reviewed should be able to fully understand by reading the final report.

5.4 Communication Plan

The contractor must work closely with the Project Authority wherein prompt communication is expected if a situation preventing timely execution of a task or delivery of material arises. The contractor must also obtain the Project Authority's approval before making changes to any of the stages of the study approach. The contractor is expected to submit weekly progress reports outlining the status of the work, any challenges encountered and solutions proposed, and any action requested by the Project Authority.

In addition to the required deliverables and weekly progress reports, ongoing consultations with the Project Authority via telephone and teleconference as well as email updates on the course and progress of work will be required. The contractor will not communicate directly with the program management or program clients, unless agreed upon by the Project Authority and the purpose of the communications have been clearly identified.

6. Roles and Responsibilities:

6.1 *Project Authority*

The Evaluation Directorate, HRSDC/Feedback and Knowledge Management, will serve as the Project Authority for the evaluation synthesis studies. It will manage the day-to-day activities associated with their completion, including all correspondence with the contractor, providing administrative and informational support and acting as final authority on the contract.

6.2 *Synthesis Evaluation Advisory Committee*

An Evaluation Advisory Committees (EAC) will oversee all activities related to the evaluation synthesis studies. The Committees' primary role is to review and approve significant documents, including terms of reference, final reports and recommendations to proceed to HRSDC's Departmental Evaluation Committee for approval.

7. Quality Assurance:

The contractor will ensure that all work is undertaken with due regard to quality control and that material presented to the Project Authority is properly proofread for content and style:

- Content refers to the technical quality of the material produced and presented (e.g., template and interview guides are to be developed and proofread).
- Style refers to the presentation of the material – grammar, spelling, logic, flow, readability – proofreading of style is to be carried out by qualified editors.

All reports/deliverables will be reviewed by the Project Authority for quality assurance and acceptability before any payments are issued. All materials (e.g., databases, tables, matrices, graphs) that are necessary to check the quality of the information produced should be provided to the Project Authority at the same time as the report/deliverable is submitted.

8. Technical Requirements:

It is requested that the report follow the following format/instructions:

- Use 8 ½” x 11” paper;
- Use a font size of at least 12 pt. Times New Roman or equivalent; and,
- Use MS Office applications (Word, Excel, Access, PowerPoint, etc.).

9. Budget:

The maximum value of the contract is \$60,000 (including GST/HST and travel if applicable.)

10. Contract Period:

Work will start on the date the contract is awarded with anticipated completion for the work within 16 weeks after contract signed

11. Schedule of Deliverables and Payments :

In undertaking the project, the contractor must produce the following deliverables:

Deliverables	Deadline*	Basis of Payment**
Kick-off Meeting Available for participation	Week of March 23, 2009 Upon award of contract	-

Deliverables	Deadline*	Basis of Payment**
Final Work Plan	March 30, 2009 1 week after contract signed	10%
Methodology Report	April 6, 2009 2 weeks after contract signed	10%
Review of National and International Experiences – Technical Report	April 27, 2009 5 weeks after contract signed	15%
Review of HRSDC Experience – Technical Report	May 18, 2009 8 weeks after contract signed	15%
Interviews and Additional Document Review – Technical Report	June 8, 2009 11 weeks after contract signed	15%
Draft Report	June 29, 2009 14 weeks after contract signed	20%
Final Report and Presentation Deck	July 13, 2009 16 weeks after contract signed	15%
* Dates to be adjusted as appropriate based on when the contract is awarded and signed.		
** Payment to be made 30 days after receipt of an invoice and upon acceptance of each deliverable by the Project Authority after review and edits.		

Payments will be based on the deliverables. Payment will be made within 30 days after receipt of an invoice and upon acceptance of each deliverable by the Project Authority after review and edits.

12. Contract Terms and Conditions:

Intellectual Property: The Minister of Human Resources and Skills Development Canada has determined that any intellectual property arising from the performance of the work under this contract will vest in Canada, on the following grounds: the main purpose of the contract or of the deliverables under the contract is to generate knowledge and information for public dissemination.

Contractor Role: The contractor's role is to conduct the project according to the project requirements and statement of work; to meet the project objectives and, to deliver acceptable deliverables to the Project Authority by the timeline specified above.

Language Requirements: The report should be produced in English or French.

Sub-contractors: Any bidder who plans to use sub-contractors must identify the work that may be subcontracted in their proposal, and provide names, qualifications and other pertinent information about the subcontractor in the same manner as information submitted about its own employees. The qualifications of sub-contractors will be used in the selection of the winning bid. If there are to be changes in sub-contractors, the Project Authority must be consulted and must approve the change.

Work Environment: HRSDC will not provide an office for the completion of this contract.

13. Communications:

Any questions about this RFP must be posed in writing, and all questions and answers will be shared with all known prospective bidders. Written questions may be directed to: Madeleine Breau at: madeleine.breau@servicecanada.gc.ca

14. Proposal Requirements:

a) Proposal content:

Proposals considered for contract award will:

- Provide a succinct project description and contextualize the proposed research;
- Present the conceptual/theoretical framework to be used in the research;
- Include a description of the research methods to be utilized. This should include a detailed framework outlining the author's own methods for selecting appropriate literature for the review, as well as an indication of all potential research limitations;
- A detailed statement of the work planned for carrying out this project, including the identification of specific outputs and a schedule for their completion.
- An outline of the activities to be carried out by the researcher(s), their personnel and any subcontractors involved in the project, along with the estimated time spent by each individual on each component of the project; and,

- Demonstrate how the researcher(s) is/are qualified to carry out the various components of the proposed research.
- Submit a detailed statement of the estimated costs associated with the proposed work and proposed level of effort.

Note: In an effort to ensure excellence of the HRSDC synthesis studies, deliverables may be subjected to external peer review, in addition to review by HRSDC staff.

b) Mandatory Requirements:

- Does not exceed budget constraints. The bidder shall provide a cost breakdown for all components of the project, including professional fees and other incidentals.
- A Curriculum Vitae (CV) for each staff member involved in the project.
- A master degree, at minimum, will be required for the project lead of the contractor's team.

c) Rated Requirements:

Proposals will be assessed and awarded points to a maximum of 100 for the technical merit of the proposal and the contractor qualifications. The relative importance of certain criteria is reflected in the selection matrix in Appendix A.

Proposals will also be assessed on their proposed price.

d) Basis of selection:

The basis of selection will be the highest **combined rating of technical merit and price**:

- A minimum score of seventy (70) percent is required in each of the technical sections and the contractor qualifications section of the proposal ratings. Proposals that do not meet the minimum 70 percent in either of these sections will not be considered for contract award. **See Appendix A for the evaluation criteria (technical and contractor qualifications sections) and objective ratings for each section.**
- The compliant bidder with the highest combined rating of technical merit (combination of technical sections and contractor qualifications sections) (**weighted at 80%**) and price (**weighted at 20%**) shall be

selected as the preferred researcher(s) to implement the project. See the table below for the methodology to be applied to obtain final ratings.

Example of Best Value Determination			
	Bidder 1	Bidder 2	Bidder 3
Technical Merit Points	91	88	80
Price Quoted	\$50,000	\$40,000	\$47,000
CALCULATION			
	Technical Points	Rated Price Points	Total Points
Bidder 1	$\frac{91}{* 91} \times 80 = 80.00$	$\frac{**40}{50} \times 20 = 16.00$	96.00
Bidder 2	$\frac{88}{* 91} \times 80 = 77.36$	$\frac{**40}{40} \times 20 = 20.00$	97.36
Bidder 3	$\frac{80}{* 91} \times 80 = 70.32$	$\frac{**40}{47} \times 20 = 17.02$	87.34
* Represents the highest technical score ** Represents the lowest priced proposal			

Assumption: Three valid bids have been received. The maximum technical score that can be obtained is 100 points. The highest technical score and lowest price proposal received “full rated” percentage and other proposals are pro-rated accordingly.

The winner is the bidder scoring the highest total points established by adding the technical and rated price points. Based on the above calculation, a contract would be awarded to Bidder 2, who attained the highest total score taking into consideration the technical merit and proposed price.

- Final awards will be decided by HRSDC upon completion of the review process. All bidders will be informed of the decision.

APPENDIX A
Selection Criteria Points

Criteria	Total Points	Minimum Points Required (70%)
TECHNICAL		
<p>1. Completeness & Clarity of the Research Proposal:</p> <p>Evaluation of the proposal will be based on whether all project requirements outlined in the RFP have been addressed in the work-plan and the overall clarity with which they have been addressed. Bidders must:</p> <ul style="list-style-type: none"> • Demonstrate understanding of the project requirements and objectives (10 points); • Address all research issues from the project requirements section and provide a plan for how these questions will be addressed in the research (10 points). • Situate the proposal within existing literature on the topic by referencing all material used to assist in writing the proposal as well as other materials of relevance to the project (5 points) 	25	17.5
<p>2. Proposed Methodological and Analytical Framework</p> <p>Bidders will be evaluated on their proposed empirical and conceptual/theoretical approach. The bidder must:</p> <ul style="list-style-type: none"> • Demonstrate that the conceptual/theoretical framework to be used in the research is appropriate and provide an understanding of how such a framework will meet the project objectives (10 points); • Demonstrate that the methodology, analytical approach, data source, data collection strategy, etc. to be used in the research are appropriate and provide an understanding of how such approaches will meet the project objectives (10 points); 	20	14
<p>3. Level of Effort & Schedule for Deliverables</p> <p>Proposals will be evaluated on the level of work allocated to each individual project member and on the feasibility of the schedule for completion of all major activities and deliverables. Proposals must:</p> <ul style="list-style-type: none"> • Provide a detailed description of the roles and responsibilities of each individual identified in the proposal (10 points); • Outline the dates scheduled for completion of all major components of the plan (5 points). 	15	10.5
<p>4. Identification of Critical Problems</p> <p>Bidders will be evaluated on their identification of critical problems and issues, recognition of methodological challenges and shortcomings, and suggested approaches to deal with them.</p>	10	7
TOTAL TECHNICAL	70	49

QUALIFICATIONS OF THE CONTRACTOR		
<p>5. Relevant research experience of Project Lead and Proposed Team Members</p> <p>Project lead and proposed team members should have experience in the analysis & synthesis of evaluative information particularly as it pertains to the subject area. Bidders must provide:</p> <ul style="list-style-type: none"> • Details of relevant experience and competencies that clearly demonstrate the project lead and proposed team member's ability to complete the project requirements. 	20	14
<p>6. Relevant Policy-Oriented Writing Experience of Project Lead and Proposed Team Members</p> <p>Project lead and proposed team members should have experience of policy-oriented writing. Bidders must provide:</p> <ul style="list-style-type: none"> • Details of relevant projects that clearly demonstrate the project lead and proposed team member's experience and competencies in writing policy-oriented documents for various audiences. 	10	7
TOTAL CONTRACTOR QUALIFICATIONS	30	21
TOTAL POINTS	100	70