

# Request for Tender

## RFT AM 7962

for

# Practical Initiatives for Gender Inclusive Workplaces

for

Australia Awards Cambodia

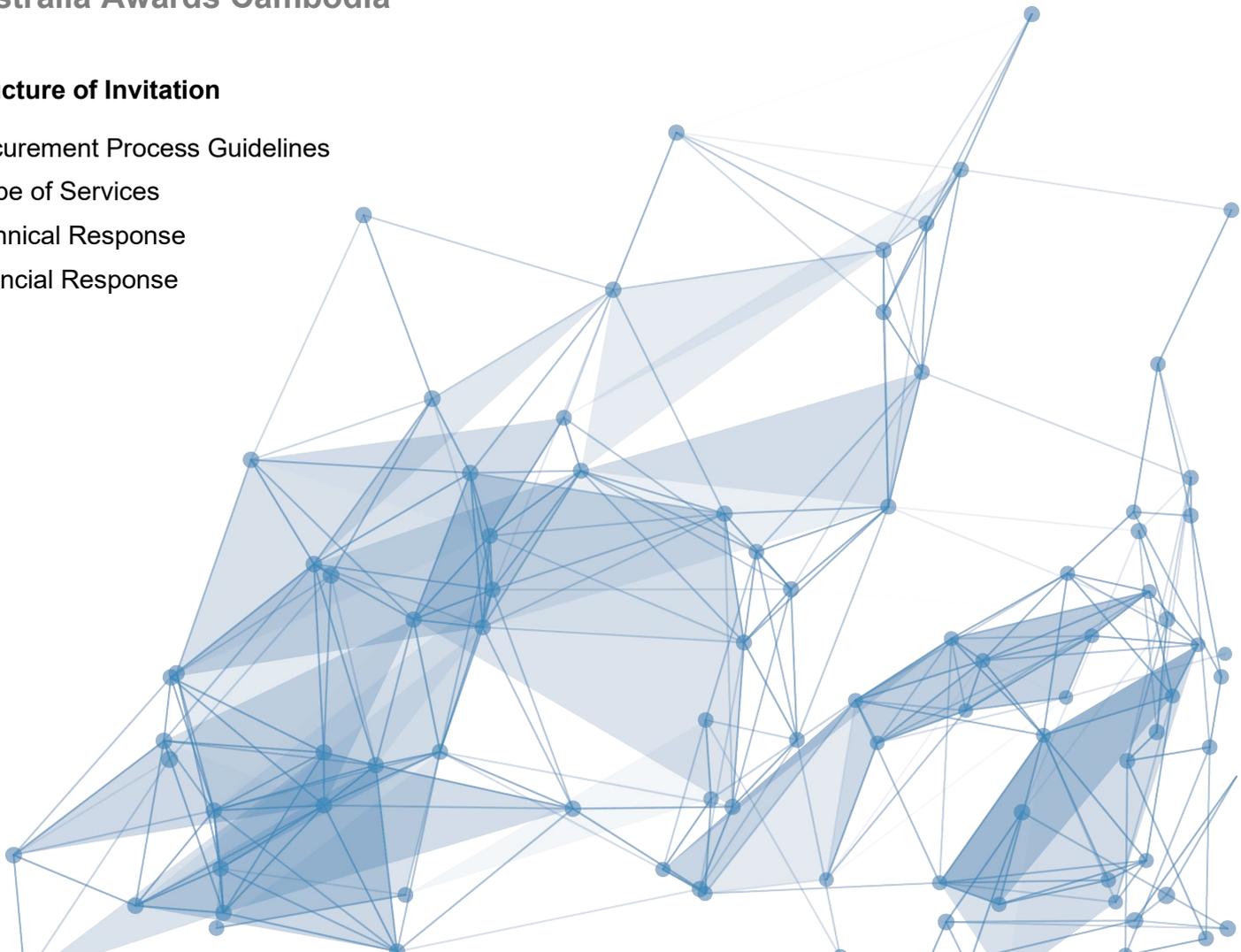
### Structure of Invitation

Procurement Process Guidelines

Scope of Services

Technical Response

Financial Response



**RFT AM 7962**

**Procurement Process Guidelines**

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## Principal

### Tetra Tech International Development Pty Ltd

ABN 63 007 889 081  
World Park  
33 Richmond Road  
Keswick SA 5035

## Tetra Tech International Development's Requirements

Tetra Tech International Development Pty Ltd (Tetra Tech International Development) as the managing contractor of [Australia Awards Cambodia] on behalf of the [Australian Department of Foreign Affairs and Trade], is seeking tenders from [Registered Training Organisation (RTA) in Australia or an Australian tertiary institution as defined in the *Higher Education Support Act, 2003* Table A, B and C] to provide [a training program on Executive Skills: Practical Initiatives for Gender Inclusive Workplaces. This course will prepare up to 20 participants to identify and spearhead effective gender inclusion initiatives in their workplace environments.]

## Important Dates

### Lodgement and Query Dates

Invitation Issue Date	December 24, 2021
Last Queries Date (AEST)	January 25, 2022 5:00pm
Closing Date and Time (AEST)	January 30, 2022 5:00pm

### Indicative Timetable

Completion of evaluation	February 8, 2022
Notification to successful Supplier(s)	February 9, 2022
Contract executed	February 16, 2022
Notification to unsuccessful Supplier(s)	February 16, 2022
Contract commencement	ASAP

## Offers and Lodgement

Alternative Offers	Alternative Offers may be submitted	
Form of Lodgement		
Form of lodgement	<input type="checkbox"/> electronic	
Internet/electronic lodgement	Lodgement Address	<a href="mailto:andrea.scheske@australiaawardscambodia.org">andrea.scheske@australiaawardscambodia.org</a>

## Contact Person

<b>Name</b>	Andrea Scheske
<b>Position</b>	Equity and Program Quality Advisor
<b>Email</b>	andrea.scheske@australiaawardscambodia.org

## Indigenous Procurement Policy

<b>Indigenous Procurement Policy</b>	<p>It is Commonwealth policy and therefore Tetra Tech International Development policy, to stimulate Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy (see <a href="https://www.dpmc.gov.au">https://www.dpmc.gov.au</a> for further information).</p> <p>Respondents should note that the Indigenous Procurement Policy does not apply to this procurement.</p> <p>However, in completing Part D, Response, Respondents are encouraged to provide information on how their organisation or quote stimulates Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy.</p> <p>Purchases from an Indigenous enterprise may be in the form of engagement of an Indigenous enterprise as a subcontractor, and / or use of Indigenous suppliers in the Respondent's supply chain.</p>
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## **1 Invitation**

### **1.1 Tetra Tech International Development's Requirements**

Tetra Tech International Development invites the Tenderer to make an Offer in accordance with this Invitation for the provision of Tetra Tech International Development's Requirements.

### **1.2 Additions and Amendments**

Tetra Tech International Development may amend or add to the information in this Invitation or the Specifications at any time before the Closing Date and Time and may extend the Closing Date and Time to enable the Tenderer to amend their Offer.

### **1.3 Accuracy of Invitation**

Tetra Tech International Development makes no promise or representation that any factual information supplied in or in connection with this Procurement Process or Invitation is accurate.

Information is provided in good faith and Tetra Tech International Development will not be liable for any omission from this Invitation.

### **1.4 The Use of Invitation**

Without the express prior written consent of Tetra Tech International Development, the Tenderer must not reproduce, re-advertise and/or in any way use the contents of this Invitation either in whole or in part, other than for the purpose of preparing and lodging an Offer.

### **1.5 Procurement Process does not create a Contract**

The Tenderer's participation in this Procurement Process, (including the preparation and lodgement of the Offer), is at the Tenderer's sole risk.

Nothing in this Invitation, the Procurement Process, or the Tenderer's Offer must be construed as creating any binding contract or other legal relationship (express or implied) between the Tenderer and Tetra Tech International Development.

## **2 Structure of Invitation**

This Invitation consists of four parts:

### **Part A Procurement Process Guidelines**

Part A contains general information about the Procurement Process and how the Tenderer can make an Offer.

### **Part B Specification**

Part B sets out Tetra Tech International Development's Requirements in detail.

### **Part C Draft Contract**

Part C contains the proposed terms of the contract that may be entered into between the Tenderer and Tetra Tech International Development if the Tenderer's Offer is successful.

### **Part D Response**

Part D sets out the format and information that the Tenderer is required to provide in the Offer.

The Tenderer must complete all parts of the Part D Response Schedule.

### **3 Communication**

#### **3.1 Contact Person**

The Tenderer may only communicate with the Contact Person (listed on the front page of this document) about this Invitation, and that contact must be in writing.

#### **3.2 Requests for Clarification**

Up to and including the Last Queries Date, the Tenderer may submit a query or request for further information in writing to the Contact Person.

Tetra Tech International Development does not guarantee that it will respond to any query, particularly queries received after the Last Queries Date.

Tetra Tech International Development reserves the right in its' discretion to inform all other Tenderers of any question or matter any Tenderer may raise and the response given (but may choose not to do so).

Tetra Tech International Development is not obliged to consider any clarification from any Tenderer that it considers to be unsolicited or otherwise impermissible.

Additional information about this Invitation and any Addendum developed will be made available on the tenders' page of the Tetra Tech International Development website <http://www.@tetratech.com/en/expertise/industry/international-development> and Australian Tenders <https://www.australiantenders.com.au/>

### **4 The Tender Offer**

#### **4.1 Format of Offer**

The Offer must be completed using the Part D Response Schedule, (unless the Tenderer is otherwise directed).

The Offer must:

- a) be in English
- b) be endorsed by an appropriately authorised officer with any alterations or prices clearly and legibly stated and any alterations initialled
- c) quote prices in Philippine Peso that are tax exclusive and, in relation to tax, must state where the tax is applicable and show that amount separately
- d) stipulate fixed prices (unless otherwise specifically required or indicated)
- e) be concise and only provide what is sufficient to present a complete and effective response.

Tetra Tech International Development may disregard any content in an Offer that is illegible.

#### **4.2 Conforming Offer**

The Tenderer must submit a Conforming Offer to be considered.

A Conforming Offer means an Offer by the Supplier that includes all requested information, is received by the Closing Date and Time, is open for the minimum validity period and satisfies all Mandatory Criteria

#### **4.3 Alternative Offers**

The Tenderer may also submit an additional Alternative Offer if this option is specified in the Reference Schedule.

Where the Tenderer proposes an Alternative Offer, the Tenderer must:

- a) first submit a Conforming Offer
- b) identify, in detail, the proposed alternative approach or solution

- c) specify how the Alternative Offer differs from the Conforming Offer (including the effect(s) on any pricing)
- d) state the reasons for each instance of change
- e) clearly demonstrate how the Alternative Offer is beneficial to Tetra Tech International Development.

#### **4.4 Cost of Preparing the Offer**

The Tenderer is solely responsible for the cost of preparing and submitting the Offer(s) and all other costs arising from the Tenderer's participation in the Procurement Process.

### **5 Lodging an Offer**

The Closing Date and Time for lodging the Offer(s) is nominated in the Reference Schedule. Tetra Tech International Development may extend the Closing Date and Time in its absolute discretion.

#### **5.1 Email**

If the Tenderer is lodging an Offer via email, the Tenderer must satisfy the requirements for email lodgement specified in the Reference Schedule.

The Tenderer must virus check any Offer (including all constituent files and/or documents) before lodging via email.

The Tenderer is encouraged to lodge the Offer at least two hours before the Closing Date and Time.

Where an Offer is lodged via email, each lodgement will be regarded as full and complete. If the Tenderer needs to modify a single document or a group of documents, the Tenderer will need to submit all documents again.

Offer(s) lodged via email cannot exceed 10MB.

#### **5.2 Late Offers**

If an Offer is lodged after the Closing Date and Time, it may be ineligible for consideration unless:

- a) Tetra Tech International Development determines in its sole discretion that Tetra Tech International Development has caused or contributed to the failure to lodge by the Closing Date and Time; or
- b) Tetra Tech International Development decides that exceptional circumstances exist which warrant consideration of the late Offer and that acceptance of the late Offer does not compromise the integrity of the Procurement Process.
- c) Tetra Tech International Development in its sole and absolute discretion reserves the right to take into account a late tender.

#### **5.3 Validity**

By lodging an Offer the Tenderer agrees that the Offer will remain open for acceptance by Tetra Tech International Development for the validity period specified in the Reference Schedule.

#### **5.4 Tetra Tech International Development's Use of The Tenderer's Offer Materials**

Upon lodgement, all of the Tenderer's Offer Materials will become the property of Tetra Tech International Development.

Intellectual Property owned by the Tenderer or any third parties forming part of the Offer Materials will not pass to Tetra Tech International Development with the physical property comprising the Offer Materials. However, the Tenderer acknowledges and agrees that the Tenderer has the authority to grant to Tetra Tech International Development an irrevocable, royalty free licence to use, reproduce and circulate any copyright material contained in the Offer to the extent necessary to conduct the Evaluation and in the preparation of any resultant contract.

## **6 Consortia and Sub-Contracting**

### **6.1 Consortia**

If the Tenderer is a member of a consortium then the Offer must stipulate which part(s) of Tetra Tech International Development's Requirements that each entity comprising the consortium would provide and how the entities would relate with each other to ensure full provision of Tetra Tech International Development's Requirements. All consortium members that are not natural persons are to provide details relating to their legal nature and any relevant corporate structure.

Tetra Tech International Development will treat the Tenderer as the preferred contact person for any consortium Offer.

### **6.2 Sub-contracting**

If the Offer relies on a sub-contracting arrangement, then the Tenderer must stipulate in the Offer the tasks that the proposed sub-contractor(s) would undertake. The Tenderer will remain legally responsible for meeting Tetra Tech International Development Requirements.

## **7 Procurement Process Conduct**

### **7.1 The Tenderer's Conduct**

The Tenderer must:

- a) ensure all communications are undertaken via the Contact Person
- b) declare any actual or potential conflict of interest
- c) not employ or engage the services of any person who has a duty to Tetra Tech International Development as an adviser, consultant or employee (or former adviser, consultant or employee) who has been substantially involved in the design, preparation, appraisal, review and/or daily management of this activity
- d) not offer any incentive to, or otherwise attempt to influence, any employee of Tetra Tech International Development or any member of an evaluation team at any time
- e) not engage in any collusive or anti-competitive conduct with any Supplier
- f) comply with all laws in force in the Philippines applicable to this Procurement Process
- g) disclose whether the Tenderer is acting as agent, nominee or jointly with another person(s) and disclose the identity of the other person(s)
- h) not issue any news releases or responses to media enquiries and questions regarding this Procurement Process or this Invitation without Tetra Tech International Development's written approval.
- i) The Tenderer must not be named as not complying with the Workplace Gender Equality Act 2012 (Cth);
- j) The Tenderer must not be listed on the World Bank List or any similar List maintained by a development donor or is the subject of an informal investigation or temporary suspension which could lead the Tenderer becoming so listed;
- k) The Tenderer must not be subject to an adverse Court or Tribunal decision (not including decisions under appeal) for a breach of any workplace relations law, work health and safety law, or workers' compensation law, or if the Tenderer is subject, that the Tenderer has fully complied, or is fully complying with the Court or Tribunal order; and
- l) The Tenderer agrees to contract as a single legal entity.

If the Tenderer acts contrary to the expectations outlined above, Tetra Tech International Development reserves the right (regardless of any subsequent dealings) to exclude the Tenderer's Offer from further consideration.

## 7.2 Tetra Tech International Development's Conduct

Tetra Tech International Development will:

- a) preserve the confidentiality of any information marked as confidential (subject to conditions concerning confidentiality)
- b) give Suppliers the opportunity to compete fairly.

## 7.3 Confidentiality

The Tenderer must identify any aspect of the Offer that the Tenderer considers should be kept confidential including reasons. Tetra Tech International Development is not obliged to treat information as confidential and in the absence of any agreement to do so, the Tenderer acknowledges that Tetra Tech International Development has the right to publicly disclose the information.

Any condition in the Offer that seeks to prohibit or restrict Tetra Tech International Development's right to disclose will not be accepted.

Information supplied by or on behalf of Tetra Tech International Development is confidential to Tetra Tech International Development and the Tenderer is obliged to maintain its confidentiality. The Tenderer may disclose confidential information to any person that has a need to know the information for the purposes of submitting the Offer.

## 7.4 Commonwealth Procurement Rules and PGPA Act

Tenderers should be aware that the Commonwealth Procurement Rules ('CPRs') and the *Public Governance Performance and Accountability Act Rules 2013* (Cth) ('PGPA Act') as amended from time to time, apply to this RFT. The CPRs are available at: <http://www.finance.gov.au/procurement/procurement-policy-and-guidance/commonwealth-procurement-rules/index.html>

The PGPA Act is available at: <http://www.comlaw.gov.au>

## 7.5 Indigenous Procurement Policy

It is Commonwealth policy and therefore Tetra Tech International Development policy, to stimulate Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy (see <https://www.dpmc.gov.au> for further information).

Tenderers should note that the Indigenous Procurement Policy does not apply to this procurement.

However, in completing Part D, Response, tenderers are encouraged to provide information on how their organisation or tender proposal stimulates Indigenous entrepreneurship and business development, providing Indigenous Australians with more opportunities to participate in the economy.

Purchases from an Indigenous enterprise may be in the form of engagement of an Indigenous enterprise as a subcontractor, and / or use of Indigenous suppliers in the Tenderer's supply chain.

## 7.6 Disclosure of Information Provided by Tenderers

Tetra Tech International Development's selection process for services is conducted in accordance with Australia's Commonwealth Procurement Rules. For the purpose of assessing Tenders, Tetra Tech International Development is required to pass Tenders to Commonwealth Government Departments and Agencies as Tetra Tech International Development sees fit and to relevant Ministers and Parliamentary Secretaries.

It is Tetra Tech International Development policy not to divulge to a Tenderer information that has been provided in-confidence by another.

Tenderers should note that the *Freedom of Information Act 1982* (The Act) gives members of the public rights of access to official documents of the Commonwealth Government and its Agencies. The Act extends, as far as possible, rights to access information in the possession of the Commonwealth Government and its Agencies, limited only by considerations for the protection of essential public interest and of the private and

business affairs of persons in respect of whom information is collected and held by departments and public authorities.

## 8 Evaluation Process

### 8.1 Evaluation

Tetra Tech International Development will evaluate and assess only those tenders determined to be complying with the requirements of the Tender Documents. The evaluation of tenders will be on a 'value for money' basis in accordance with Australian Commonwealth Procurement Rules, including but not limited to the following: -

Evaluation Criteria	Weighting
A. Organisational capacity and experience	25%
B. Technical approach to specifications including a draft design	25%
C. Key Personnel proposed	25%
D. Innovation and Value for Money (not \$\$\$\$ - ideas)	5%

Tetra Tech International Development will convene an Evaluation Committee (EC) to undertake the value for money evaluation. Members of the EC could be Tetra Tech International Development or DFAT representatives, representatives of the Partner Government, and/or externally engaged experts at Tetra Tech International Development's sole discretion.

Tetra Tech International Development reserves the right to negotiate a successful tender with any of the Tenderers in the event that none of the tenders received fully meet the evaluation criteria.

Tetra Tech International Development reserves the right to accept or reject any tender at any time prior to the award of a contract, without thereby incurring any liability to the affected tenderer or tenderers.

Tetra Tech International Development reserves the right to reject all tenders before re-calling tenders from any source including those tenderers who have already submitted tenders.

In evaluating Offers Tetra Tech International Development will consider:

- a) the Evaluation Criteria
- b) the overall value for money of the Offer

Where mandatory criteria are specified in the Reference Schedule and the Offer does not comply with these criteria, Tetra Tech International Development may choose not to further evaluate the Offer.

Tetra Tech International Development may seek the advice of external consultants to assist Tetra Tech International Development in evaluating the Offers.

Tetra Tech International Development may in its absolute discretion:

- a) take into account any relevant consideration when evaluating Offers
- b) accept all or part of an Offer
- c) invite any person or entity to lodge an Offer
- d) allow a Supplier to change its Offer
- e) consider, decline to consider, or accept (at Tetra Tech International Development's sole discretion) an Offer lodged other than in accordance with this Invitation
- f) seek further information from the Tenderer regarding the Offer including but not limited to requests for additional information or presentations by, or interviews with the Tenderer or the Tenderer's key personnel

- g) seek and evaluate relevant financial viability data concerning any Suppliers' business and related entities including seeking any assistance from third party providers
- h) make enquiries of any person or entity to obtain information about any Supplier and its Offer (including but not limited to the referees)
- i) seek clarification of any technical, commercial, risk or other matters at any stage, and may seek a Best and Final Offer in respect of the offer provided by each Tenderer.
- j) visit facilities operated by any Supplier, proposed subcontractors of any Supplier and/or by their customers in order to assess their capabilities and performance (at a mutually convenient time).
- k) is not bound to accept the lowest priced, highest technical or any Tender.

## 8.2 Discontinue Process

Tetra Tech International Development may decide not to proceed any further with the Procurement Process for Tetra Tech International Development's Requirement.

## 8.3 Shortlisting

Tetra Tech International Development may choose to short-list some Suppliers and continue evaluating Offers from those short-listed Suppliers. Tetra Tech International Development is not at any time required to notify the Tenderer, any Supplier or any other person or organisation interested in making an Offer of its intentions or decision to short-list.

## 8.4 Negotiation

Tetra Tech International Development may choose to:

- a) enter into negotiations with the Tenderer or any Supplier (including parallel negotiations with more than one Supplier) in order to vary its Offer on grounds of capability / capacity, technical issues, cost, effectiveness, to finalise agreement on the terms of the contract, or any other matters
- b) re-evaluate Offers generally after any negotiation
- c) suspend, discontinue or terminate at any time negotiations with the Tenderer or any Supplier or any other person or organisation
- d) negotiate with the Tenderer or any Supplier for the provision of any part of Tetra Tech International Development's Requirement and negotiate with any other Supplier with respect to the same or other parts of Tetra Tech International Development Requirement and to enter into one or more contracts for part or parts of Tetra Tech International Development's Requirement
- e) negotiate at any time with any organisation that is not a Supplier and enter into a contract in relation to Tetra Tech International Development's Requirement or any part of Tetra Tech International Development's Requirement with that organisation on such terms as Tetra Tech International Development, at its absolute discretion, considers appropriate
- f) seek best and final offers from all or some of the Suppliers. Irrespective of Tetra Tech International Development's right to negotiate and/or seek a best and final offer, The Tenderer is bound by the Offer, and if selected, the Tenderer must be willing to enter into a contract on the basis of the Offer.

## 8.5 Contract Formation

Tetra Tech International Development may make partial or multiple awards of contract for selected portions of Tetra Tech International Development's Requirement or accept a portion or the whole of any Offer at the price or prices proposed or subsequently agreed.

No legal relationship will exist between a Supplier and Tetra Tech International Development for the supply of Tetra Tech International Development's Requirement until such time as a binding contract is executed by both parties.

Tetra Tech International Development intends to contract based on the Draft Contract contained in Part C of this RFT. By submitting a Tender, the Tenderer agrees to the Services-Specific and Standard Conditions of Tender, including the Draft Contract. Any non-compliance with the Draft Contract must be documented in Clause 12 of Part D - Tenderers' Response Schedule.

## 9 Glossary

### 9.1 Definitions

In this Invitation, unless the contrary intention is apparent:

- a) "Alternative Offer" is an alternative or innovate offer which provides a value for money solution that meets Tetra Tech International Development's Requirements
- b) "Closing Date and Time" means the date and time nominated in the Reference Schedule by which Offers are required to be lodged
- c) "Conforming Offer" means an Offer by the Supplier that includes all requested information, is received by the Closing Date and Time, is open for the minimum validity period and satisfies all Mandatory Criteria
- d) "Contact Person" means the person nominated in the Reference Schedule authorised by Tetra Tech International Development to communicate with Suppliers about the Procurement Process
- e) "CPR" means Australian Commonwealth Government's Commonwealth Procurement Rules
- f) "DFAT" means Australian Commonwealth Government Department of Foreign Affairs and Trade
- g) "Evaluation" means the process for considering and evaluating Offers in accordance with clause 8.1
- h) "Intellectual Property" means any patent, copyright, trademark, trade name, design, trade secret, knowhow, or other form of intellectual property and the right to registration and renewal of the intellectual property
- i) "Invitation" means this document inviting persons to lodge an Offer
- j) "Last Queries Date" means the date nominated in the Reference Schedule as the last date for Suppliers to seek information or clarification of any matters relating to this Invitation
- k) "Mandatory Criteria" means the criteria considered by Tetra Tech International Development to be critical and identified in the Reference Schedule
- l) "Offer" means the documents constituting an offer lodged by a Supplier to meet Tetra Tech International Development's Requirement in accordance with this Invitation
- m) "Offer Material" means all documents, data, computer programs, computer discs and other materials and things provided by a Supplier in relation to an Offer arising out of this Invitation
- n) "Part" means a part of this Invitation
- o) "Procurement Process" means the process commenced by the issuing of this Invitation and concluding upon the award of a contract (or other outcome as determined by Tetra Tech International Development) or upon the earlier termination of the process
- p) "Reference Schedule" means the reference schedule in Part A of this Invitation
- q) "South Australian Time" means the time applicable to South Australia, as defined at <http://www.australia.gov/about-australia/our-country/time>
- r) "Specification" means the information about Tetra Tech International Development's Requirement described in Part B
- s) "Supplier" or "The Tenderer" means any person or organisation responding to this Invitation by lodging an Offer.

# SCHEDULE 1

## SCOPE OF SERVICES

### 1 ACTIVITY IDENTIFICATION

1.1	<b>Client</b>	Tetra Tech International Development Pty Ltd
1.2	<b>Program</b>	Australia Awards Cambodia
1.3	<b>Contractor</b>	TBD
1.4	<b>Short Term Award title</b>	Executive Skills: Practical Initiatives for Gender Inclusive Workplaces
1.5	<b>Course duration &amp; proposed delivery dates</b>	This Short-Term award may run within the months of February-March-April 2022. The proposed delivery configuration must include both online workshop hours and significant asynchronous support outside of the workshop. The proposed workshop hours and delivery arrangements must ensure the course delivers the specified learning outcomes, whilst also minimising online fatigue and maximising the productive engagement of busy professional participants. (For example, the proposed course may include the equivalent of up to 5 full 'workshop' days over the period)
1.6	<b>Number of participants</b>	Maximum 20 participants (50% female)
1.7	<b>Course provider conditions</b>	The Service Provider must be able to demonstrate experience in conducting professional development activities, ideally in digital form. Experience conducting trainings in South-East Asian context, especially Cambodia preferred.
1.8	<b>Branding</b>	All course material, communications, emails etc. should clearly state that the course is an AA initiative delivered by the Provider.

### 2 CONTRACT DETAILS

2.1	<b>Delivery</b>	The Services must be delivered by a qualified and experienced team nominated in the tender. Delivery includes the online (workshop and asynchronous components) delivered digitally to participants in Cambodia.
2.2	<b>Basis of payment</b>	See payment streams outlined in Financial Template

### 3 PROGRAM BACKGROUND AND INTENDED OUTCOMES

<b>3.1</b>	<b>Background</b>	<p>Australia's development assistance program in Cambodia aims to contribute to greater prosperity, stability and resilience in Cambodia and the broader Indo-Pacific region. Through Australia Awards Scholarships, the Australian Government is providing education opportunities to talented Cambodians at the postgraduate level to contribute to Cambodia's development.</p> <p>Australia Awards Cambodia (AAC) is an eight-year investment for the period 2018 to 2026. The Department of Foreign Affairs and Trade (DFAT) has engaged Tetra Tech International Development Pty Ltd (Tetra Tech) as the Contractor to manage AAC for the initial four years of the program (2018 to 2022).</p>
<b>3.2</b>	<b>Goals &amp; purpose</b>	<p>The goal of AAC is to support Cambodia to progress its development goals and have strong relationships with Australia that advance mutual interests. The outcomes expected at the end of the eight-year investment are:</p> <ul style="list-style-type: none"><li>• Alumni are using their skills, knowledge and networks to contribute to sustainable development</li><li>• Alumni are contributing to cooperation between Australia and Cambodia</li><li>• Effective, mutually advantageous partnerships exist between institutions and private sector organisation in Australia and Cambodia, and</li><li>• Stakeholders in Cambodia view Australia, Australians and Australian expertise positively.</li></ul>
<b>3.3</b>	<b>Outcomes</b>	<p>All courses delivered under AAC are required to provide assessment against the following outcomes:</p> <ul style="list-style-type: none"><li>• Course meets awardee learning and development needs</li><li>• Course results in new learning, networking opportunities with Australians and exposure to Australian organisations</li></ul> <p>A Completion Report Template for meet AAC specific evaluation and reporting requirements will be provided on contracting.</p>

## 4 COURSE DETAILS

<b>4.1 Background</b>	<p>Inclusive leadership has shown to be a great boon to organizations across private, public, and non-governmental sectors, not only in terms of employee wellbeing, but also in domains such as innovation, recruitment, employee satisfaction, and even profit. In a study conducted in 2019, the International Labour Organisation found that more than 57.4% of company respondents globally felt that gender diversity initiatives improve business outcomes, with 60.2% reporting increased profits and productivity from the initiatives. Of these global respondents, 56.8% indicated they had increased their ability to attract and retain talent, 54.4% reported greater creativity, innovation, and openness, 54.1% indicated that the company reputation was enhanced, and 36.5% noted that the gender diversity initiatives gave them a better ability to gauge consumer interest and demand [1].</p> <p>Many organisations are recognising these benefits and therefore, over the years, there has been a push to drive inclusion at the upper levels of workplace structures, encouraging women, and other overlooked groups, to take up leadership roles. However, improving the leadership skills of these women will not foster comprehensive change on its own, nor should women be expected to single-handedly carry the burden of re-making their workplaces to be inclusive. The conversation in this way must shift from “fixing women” to “fixing systems.” While this point is becoming more broadly acknowledged in global discussions, there remains a lack of strategy and therefore a resultant lack of effective action around how exactly to approach this and undertake these initiatives [2].</p> <p>While many decision-makers are motivated to create an inclusive work environment and enable women leaders, few understand the proven and effective tools they can use to do so which can lead to poorly implemented programs that struggle to create change. For this reason, successful inclusion programs focus on a suite of changes which concretely contribute to inclusion through intervention in policies, practices, and processes within their workplaces – a direct intervention in the existing workplace culture.</p> <p>These interventions can be diverse and almost always extend far beyond simple ‘inclusion training.’ They may include increased transparency for promotions and pay scales, work-life balance initiatives, flexible hours, maternity and paternity leave, coaching men to mentor women, KPIs related to inclusion, requiring inclusion in the value chain, and many more, often in concert [2][3][4]. Successful women’s inclusion initiatives are also almost always driven from the top down – where those in charge actively champion for change within their areas of responsibility, and where they apply a test-retest approach to new initiatives to understand what works best within their own organizations [2][3][4].</p> <p>This course aims to work with decision-makers, both men and women, within a variety of organizations to explore the importance and effective implementation of properly structured inclusion initiatives and to work towards identifying and piloting changes that will have a long-term impact in their organization. By building a deeper understanding of the challenges and opportunities in this area and providing participants with a diverse toolkit of strategies to test and employ, this course aims to enable participants to become catalysts for change in their own organizations.</p> <p><i>[1] International Labour Organization (2019). The business case for change.</i></p> <p><i>[2] Boston Consulting Group (2017) What’s working to drive gender diversity in leadership.</i></p> <p><i>[3] University of South Australia (2011) Doing things differently: Case studies of work-life innovation in six Australian workplaces</i></p> <p><i>[4] Royal Bank of Canada (2018) RBC Employment Equity Report</i></p>
<b>4.2 Purpose</b>	To support decision-makers and executives across Cambodia create change in their workplaces that increases gender inclusion in a way that is sustainable and

		well aligned with organisational goals.
4.3	<b>Objectives and outcomes</b>	This short award is intended to equip participants with the knowledge, skills, and networks to help them enact gender inclusion related reforms in their workplaces emphasising a top-down, test-retest approach.
4.4	<b>Course topic areas/ learning objectives</b>	<p>It is expected that participants will be able to:</p> <ul style="list-style-type: none"> <li>• Understand the underlying assumptions that form exclusionary workplace systems, and the ways in which exclusion is (often unintentionally) reinforced by these systems</li> <li>• The links between inclusive work environments and broader developmental priorities in terms of women's equality and empowerment (Cambodian, Australian, Global)</li> <li>• Critically consider and analyse these existing systems to understand where opportunities for inclusion exist</li> <li>• Understand the business case that exists in support of inclusive workplace structures and governance, which impacts a variety of domains (e.g., reputation, innovation, cost reduction, recruitment, satisfaction) and generally improves workplaces for both women and men</li> <li>• Understand and be aware of common mistakes or poor practice in the implementation of inclusion-related schemes and how to avoid them</li> <li>• Gain the knowledge to champion and implement best practice strategies in strategic areas to create concrete change for workplace inclusion in different sectors and working environments (e.g., public/private, white collar/blue collar)</li> <li>• Understand how to effectively identify issues and move through the development and implementation of a pilot to identify winning strategies for sustainable change in various types of working environments.</li> <li>• Understand how to successfully translate pilot findings into broader workplace change</li> </ul>
4.5	<b>Course Assessment</b>	<p>As part of the course, participants will conduct analysis of their workplace (or another environment they are involved in where relevant e.g., a community organization), identify a target issue and design a contextualized pilot project as their final module.</p> <p>During the program there will be regular communication with the mentor/s to ensure that the content and the processes of the program are meeting the participants' learning needs and are relevant to the content of their projects.</p> <p>Participants may also be engaged through asynchronous 'homework' assignments with direct feedback provided by facilitators or mentors.</p>
	<b>Participants</b>	<p>There should be a maximum of 20 participants with 50% being women.</p> <p>Participants will be Cambodians who are Australian alumni.</p> <p>Participants will ideally be decision-makers, higher level employees/officials, or candidates in relevant roles who can act in their organizations to suggest, advocate for, or directly implement some of the strategies or initiatives discussed in the course.</p>
4.7	<b>Location</b>	Cambodia. Digital delivery
4.8	<b>Teaching /</b>	The course provider should produce materials and training that can be

	<b>learning approach</b>	<p>communicated by participants at later stages to wider audiences in Cambodia. To achieve the above-mentioned learning outcomes, the short award should offer a structured adult learning process for participants utilising a range of methodologies:</p> <ul style="list-style-type: none"> <li>• Digital workshop sessions, balancing information delivery with interactivity</li> <li>• Case studies, discussion, reflective and planning sessions that encourage application of ideas or examples that are relatable and relevant to the Cambodian context</li> <li>• Digital engagement with relevant experts or bodies operating in this field (e.g., Champions of Change Coalition) from Australia and/or Cambodia.</li> <li>• High levels of asynchronous mentorship and support for participants provided outside the workshop sessions</li> <li>• Practical take home exercises, tasks, and assignments which will be reviewed and receive feedback from facilitators regularly over the course of the program</li> <li>• Direct one-to-one support using digital communication tools to guide and support participants for the duration</li> <li>• A robust and high-quality final project whereby participants must design a project for their workplace (or other relevant working environment) heavily supported through direct asynchronous mentorship.</li> </ul>
4.9	<b>Certification</b>	The course Provider will award the participants with an Australia Awards branded Certificate of Completion or Certificate of Attainment, to be signed by the Australian Ambassador to Cambodia.

## 5 FINANCIAL DETAILS

5.1	<b>Approved budget</b>	The budget ceiling for this activity is AUD 110,000 (inclusive of GST)
5.2	<b>Invoicing and payment</b>	Refer to Financial Template for invoicing and payment terms

## 6 SERVICES TO BE PROVIDED AND SPECIFIC TASKS

6.1	<b>Overview of tasks</b>	
6.2	<b>Pre-course preparation</b>	<p><b>The Provider will:</b></p> <ul style="list-style-type: none"> <li>• Work cooperatively with AAC to clarify and discuss the course and participant requirements, finalise delivery dates and make all prior arrangements for venues logistics, domestic travel, etc.</li> <li>• Design and deliver a flexible and experiential program of teaching and learning in the form of a Course Design and Delivery Plan, that responds to the course details included in the Scope of Services and builds upon the Draft Course Program (submitted by the Provider at tender) to include specification of: <ul style="list-style-type: none"> <li>○ syllabus</li> <li>○ teaching and learning methods</li> <li>○ schedule (including the plan for duration and contact time in each module)</li> </ul> </li> </ul>

- intended learning outcomes
  - delivery staff, including intended guest speakers (if any)
  - details of the learning resources to be used
  - assessment methods
  - gender equality, disability and social inclusion approach (for example appropriate gender, disability and social inclusion topics to be included in the course and all course content to be gender sensitive)
  - monitoring and evaluation approach
  - risk table, and
  - strategic communications approach (for example, media content for offline and online publication, including media releases and draft facebook posts capturing students' development including quotations and impact stories, high quality photos and videos to support the communication of Australia Awards Cambodia activities and results to audiences in Cambodia and Australia). The approach will be developed in conjunction with the Tetra Tech Communications Manager and will receive Australian Government approval.
- Prepare and distribute all course materials. The learning and teaching materials (English) must be submitted to Tetra Tech (Australia Awards Cambodia) at least two weeks before program commences. When teaching and learning material provided to participants is complemented, varied or substituted, the updated material must be provided to Tetra Tech (Australia Awards Cambodia) for information.
  - Develop a budget for the course and supply this in Excel format for approval by Tetra Tech (Australia Awards Cambodia).
  - Develop a simple project management plan and submit this to Tetra Tech, which includes timelines. The project management plan should include reporting to Tetra Tech on a monthly basis to ensure project delivery and budget is on track.
  - Develop a digital delivery environment (and identify the tools needed for digital delivery) that facilitates easy communication between participants and with the facilitators and mentors to support the targeted teaching/learning approach.

**AAC will:**

- Complete the selection of participants and identifying the detailed learning objectives (subject to refinement pre-program)

**6.3 Staffing**

The Provider will:

- Employ and manage sufficient personnel required to perform contract services
- if not already provided in core personnel, identify and subcontract suitable experts, guest lecturers, etc. to ensure a varied and contextualised learning experience.

**6.4 Delivery**

The provider will:

- Conduct the course for a maximum of 20 Cambodian nationals selected through a transparent process managed by Tetra Tech and approved by DFAT.
- Ensure digital workshop sections are limited to 4 hours per session to avoid online fatigue
- Arrange digital workshop time to mostly avoid overlap with regular weekday working hours (preference for weekend delivery) and to give participants a longer

		<p>break between clustered classes (e.g., a few days in a row, with a few weeks between)</p> <ul style="list-style-type: none"> <li>• Base delivery of the course on adult learning principles</li> <li>• Ensure that examples, cases, and all other materials provided are customized as needed to be as relevant and relatable as possible to the Cambodian context</li> <li>• Strategically manage components of the course through effective coordination, consultation and liaison with Tetra Tech and as directed, DFAT or other relevant stakeholders</li> <li>• Manage delivery of the agreed teaching and learning program, including staff facilitating, providing inputs or other support, maintaining flexibility of arrangements and adjusting content as new needs emerge</li> <li>• Facilitate active and continuous participant learning through guided inputs, review sessions, discussions, small group sessions and the application of adult learning principles</li> <li>• Assess the learning achieved by participants, including both formative and summative tasks, designed and delivered in ways that position the participants as active learners who contribute to the practical and strategic development of inclusive workplaces in Cambodia</li> <li>• Ensure participants receive a certificate of participation or completion detailing the learning achieved consistent with the Provider's agreed Course Design and Delivery Plan</li> <li>• Support all participants to develop and present a final pilot project design and successfully complete the course.</li> <li>• Engage participants in the evaluation of learning outcomes and benefits achieved through participation including the impact of the online environment</li> </ul>
<b>6.5</b>	<b>Logistics</b>	The course will be digitally delivered in its entirety.
<b>6.6</b>	<b>Welfare support / pastoral care</b>	Please see the attachment entitled Australia Awards Cambodia Short Term Awards Guidelines for an outline of the welfare support and pastoral care responsibilities.
<b>6.7</b>	<b>Monitoring and evaluation</b>	The course will be monitored and evaluated using the AAC designed Completion Report template. This Completion Report template is intended to guide the course provider by specifying the minimum reporting requirements to be delivered within an agreed time frame on completion of the program. The details specified in the report will contribute valuable data that is consistent with AAC's Monitoring, Evaluation and Learning (MEL) Framework and reporting requirements.
<b>6.8</b>	<b>Reporting</b>	<p>The Provider will:</p> <ul style="list-style-type: none"> <li>• Keep accurate participation records for each participant in all activities. These records will be provided to Tetra Tech on request.</li> <li>• Submit a Project Management Plan upon contract execution outlining an expenditure forecast by month, timelines for delivery and an outline of roles and responsibilities of the delivery and management team.</li> <li>• Prepare a financial report detailing actual expenditure incurred and any deviation from the forecast submitted as part of the Program Management Plan, to be submitted to Tetra Tech on the last working day of each calendar month. In the case of reimbursable costs, documentary evidence of payments may be</li> </ul>

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requested by Tetra Tech.

- Submit a Completion Report in the AAC Completion Report template mentioned above, in order to ensure compliance with AAC's MEL Framework.
- Not issue or release any media statements, photographs, articles, newsletter items or website content without the express permission of Tetra Tech in each instance. This includes not assisting any media representative to interview any of the participants or to publish an account relating to the course or any participants. All photographs taken by the Provider during the course will be deemed to be the intellectual property of DFAT and may not be used without the written permission of Tetra Tech.

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**6.9 Other requirements**

**Health Safety and Security**

The security and safety of the Provider's personnel providing the Services in the locations (Cambodia) is the sole responsibility of the Provider.

The Provider is responsible for making all safety and security arrangements for its personnel in Cambodia, including accommodation, travel/transport, emergency security support and briefings.

Tetra Tech will not under any circumstances be liable for any claim suffered by the Provider in case of accident, injury or death of the Provider personnel during the delivery of the Services in Cambodia.

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