



REQUEST FOR PROPOSALS

FOR THE DEVELOPMENT OF A 5-YEAR BROADBAND TRAINING STRATEGY

Issued: January 12th, 2005
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1. PROJECT OVERVIEW

PURPOSE OF THE REQUEST FOR PROPOSAL

Objectives

The Nunavut Broadband Development Corporation recognizes that the roll-out of broadband services must be accompanied by a comprehensive training strategy. NBDC is therefore seeking proposals to develop a five-year training plan, in conjunction with Nunavut training organizations and funders.

The purpose of this RFP is to solicit proposals to produce a 5-year training strategy that brings Nunavut organizations together to plan, fund, and deliver the required education and training within the ICT (information and communication technology) sector, so that Nunavut residents can effectively use ICT tools to meet their learning objectives. This strategy will examine the needs and resources required for effective training on *how to use ICT tools*, plus the needs and resources for effective creation, delivery and access to content delivered *through* ICT tools.

A major part of the strategy will be to conduct a training needs analysis to identify the specific training Nunavummiut need in order to use broadband effectively. This analysis will take into consideration the training needs associated with networking, hardware acquisition, installation and configuration, broadband application development, and language and cultural requirements.

The training strategy will also identify funding required for programs, and set out a plan to ensure Nunavummiut will be able to access the required training for broadband development over the five years ending March 31, 2010.

The plan will serve as a resource to help training organizations obtain funding to deliver required training, ensuring that all interested Nunavummiut will be able to access the training they need to set up and use broadband applications.

It is NBDC's intention to use the 5-year training strategy as a starting point with Nunavut's various training institutions and potential funders to build a responsive, Nunavut-wide broadband training network that lives up to the ideals of what broadband connectivity can do for Nunavut residents' access to education and training opportunities.

NBDC BACKGROUND

The Nunavut Broadband Development Corporation (NBDC) is a federally incorporated not-for-profit corporation with over 200 individual members – all of whom live in Nunavut. The corporation has seven elected board members from the general membership, elected by members at the Annual General Meeting, plus two appointed members – one from the GN Department of Economic Development and Transportation, and one from NITI.

NBDC's specific mandate is:

To bring affordable, broadband services to Nunavummiut in all 25 Nunavut communities by supporting local businesses to deliver broadband and related services.

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In order to ensure services are provided, we have four key objectives:

- 1) **Infrastructure Development**, installing affordable broadband for all communities;
- 2) **Community Capacity Development** through Community Service Providers in delivering and supporting broadband usage;
- 3) **Applications Development** supporting Nunavut-specific broadband applications;
- 4) **Training Development** to create an industry-wide 5-year training plan for the broadband sector.

GENERAL SCOPE OF RFP

The overall objective of the project is to create a 5-year broadband training strategy. As a start, proponents will be required to review existing documents, design and conduct original research with people in various sectors wishing to use ICT tools for training (both on *how to use* ICT and content *delivered through* ICT), interview people in education and training institutions, and liaise with potential funders. The final strategy will provide a road map for people who wish to increase education and training opportunities through ICT. It will identify potential funding sources, and provide a “how-to” strategy for obtaining the necessary resources to close the gap between what training and education is currently available, and what is required by Nunavut residents to truly improve opportunities for learning using ICT.

The project must cover two distinct education and training needs in relation to ICT:

- a) a review of needs, resources, and requirements on *how to use ICT tools*,
- b) a review of needs, resources, and requirements on *content delivered through ICT*.

For example – an adult educator in a community may need to learn more about *how to use* desktop videoconferencing – an ICT tool. This would fall under the first area on *how to use ICT tools*.

A completely different set of training needs must also be identified on content that may be *delivered through ICT*. For example, an assistant Senior Administrative Officer may need to take a specific financial course in more depth – a program that could be delivered *through* ICT tools over broadband connections, delivered by the Municipal Training Organization. A comprehensive look at many of the programs people are hoping to deliver or receive via broadband must be included in this training strategy. Both the people who must create and deliver the financial program using ICT tools, plus those taking the courses will require training on *how to use* ICT tools effectively.

Proponents are to provide a detailed work plan, information about their firms, the project team, the budget, the schedule, and Inuit content in their proposals to develop the strategy. Each proposal will be evaluated by a steering committee made up of an NBDC representative, a GN Department of

Education representative, and a representative from an Inuit organization. The proposal details and evaluation criteria are outlined in Section 3 of this RFP – “Proposal Requirements and Evaluation”.

All of the specific activities required by the proponents in completing the strategy are outlined in more detail in Section 4 – “The Statement of Work”.

DEFINITIONS USED IN RFP

NBDC:	Nunavut Broadband Development Corporation
RFP:	This request for proposals for the development of a 5-year business plan for a broadband training strategy.
ICT:	Information and Communication Technology
Proponent:	The firm submitting a proposal in response to this RFP.
Proposal:	The document submitted by the Proponent in response to the RFP.
Project:	The work and services described in the RFP pertaining to the development of the business plan.

2. INSTRUCTIONS TO PROPONENTS

SUBMISSION PROCESS FOR PROPONENTS

The proponents shall submit the following items in a sealed envelope, clearly marked with the name of the project:

- 1 original unbound copy of the proposal
- 3 bound copies of the proposal
- one electronic version on CD ROM

Delivered to:

Lorraine Thomas, Secretary/Treasurer
Nunavut Broadband Development Corporation
PO Box 4146, Suite 115, 8 Storey, Astro Hill Complex
Iqaluit, NU X0A 1H0
Tel: (867) 979-0575
Fax: (867) 979-0080

Deadline for submission of proposals:

- 4:00 p.m., EST, Tuesday, January 25, 2005

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Electronic delivery option:

- Proponents who wish to deliver their proposals electronically may do so via CD ROM or email to lorraine@nunanet.com, provided the proposal is received by the submission date listed above, and hard copies arrive within 72 hours.

TERMS AND CONDITIONS

Submission of a proposal constitutes acknowledgement that the proponent has read and agrees to be bound by all the terms and conditions of this Request for Proposals.

NBDC will not make any payments for the preparation of a response to this Request for Proposal. All costs incurred by a proponent will be borne by the proponent.

NBDC does not bind itself to accept the lowest price or any submission.

Any deviations in methodology, scope or assigned staff for the project described in the proponent's proposal must be approved in advance by NBDC. Where NBDC requires changes in scope, these shall be negotiated with the proponent in accordance with the existing rates, terms and conditions of the contract.

There will be no public openings of the proposals and no documents will be returned.

VALIDITY OF OFFER

The proponents shall remain open for acceptance for a period of not less than 30 (thirty) days from the closing date of this Request for Proposal.

3. PROPOSAL REQUIREMENTS AND EVALUATION

The proposal should include a table of contents, contact information, demonstration of the proponent's understanding of the project, detailed workplan and methodology, project budget, project schedule, as well as the qualifications of the firm in relation to the plan and the project team's members and responsibilities. Each proposal will be evaluated as indicated in the evaluation process, outlined below in 'Evaluation Process'.

UNDERSTANDING THE PROJECT

The proponent should demonstrate an understanding of the objectives of the work, research and technical requirements, constraints, and any special considerations associated with the project.

WORK PLAN/METHODOLOGY

The proponent is to provide a detailed work plan, demonstrating the proposed project methodology. Describe how the proponent proposes to meet the requirements of the Statement of Work, and provide the deliverables specified.

This section of the proposal provides the proponent with the opportunity to present innovative ideas or approaches to the project.

PROJECT BUDGET

The budget for the project will cover all professional fees, as well as related project expenses. The proponent must include a statement of the expenses to be incurred. Also include all applicable taxes in the proposal.

As a general guideline to proponents, the total value of the project is not expected to exceed \$75,000 before GST. NBDC recognizes that the scope of this project is very wide. Proponents should expect to cover all requirements of the project at a similar level of detail or depth for the quoted cost. Proposals that cover only a portion of the scope may be rejected.

Expenses will be reimbursed at cost and must be project related. Back-up documentation for all expenses is to be submitted with each invoice. Examples of acceptable expenses include travel (airline), accommodations, meals, printing and reproduction, communications (telephone bills). Meals and incidental payments will not be reimbursed beyond the current per diem rates published by Indian and Northern Development for Nunavut.

No payment will be made for the cost of work incurred to remedy errors or omissions for which the consultant is responsible.

The proponent should provide an outline of the preferred billing arrangements.

PROJECT SCHEDULE

A schedule is to be submitted, indicating time to be spent on each phase of the work plan. Indicate milestone dates of when deliverables would be submitted within the time frame. Also indicate the review time allocated for each milestone for the NBDC review team.

The expected start date of the project is February 1st, 2005, and expected project completion date is June 15th, 2005. The first draft of the strategic plan is due March 31st, 2005. The final strategic plan is due June 15th, 2005. See Project Deliverables on page 15 for more details.

QUALIFICATIONS AND EXPERIENCE OF FIRM

The proponent should list the related experience of the firm in conducting research and preparing strategies within the training and education sector – with specific experience in Nunavut. Any other relevant examples of strategic planning documents produced by the firm should be included here as thought applicable by the proponent. These examples should be briefly described, list the key personnel and their roles, explain how the prior project contributes to the firm's knowledge base for developing this project, and include client references where appropriate.

PROJECT TEAM AND RESPONSIBILITIES

Provide details on the roles and responsibilities of each person in the organization that is to work on the project. Indicate which person will be responsible for the various tasks as outlined in the work plan. Describe relevant experience of each team member, and provide curriculum vitae for each project team member as an appendix to the proposal.

INUIT CONTENT

NBDC will provide consideration for the use of Inuit goods and services, labour and training, and the location of Inuit business in the work. Proponents should describe fully the proposed Inuit content. This Inuit content will be the percentage of work completed by qualified Inuit (that is, those enrolled under the Nunavut Land Claims Agreement) and/or an Inuit firm listed on the Registry of Inuit Firms and the amount of Inuit employment created. It will also include details of the proposed training plans that will enable Inuit employees to acquire or upgrade skills through the term of the project.

EVALUATION PROCESS

The evaluation of proposals shall be based on the factors presented in Table 1.1 below.

Table 1.1 EVALUATION RATING TABLE	
Rating Factors	Weight Factor
1. Understanding of the Project	5
2. Work Plan/Project Methodology	30
3. Qualifications and Experience of Firms	10
4. Project Team	25
5. Project Schedule	10
6. Inuit Content	10
7. Cost of Services	10
TOTAL	
MAXIMUM TOTAL POINTS	100

ORGANIZATION AND REPORTING

A project steering committee has been established to oversee the strategic plan development. Direct management of the project on behalf of NBDC will be by NBDC's Secretary-Treasurer. All

communication, liaison with the steering committee, submission of documents and reports, and approval of project work and expenditures will be through NBDC's Secretary-Treasurer.

In the proposal schedule, indicate the review time expected from NBDC for each milestone deliverable as outlined in Section 4, "Project Deliverables".

4. STATEMENT OF WORK

PROJECT OBJECTIVES

The overall objective of this project is to create a 5-year training strategy that brings Nunavut organizations together to plan, fund, and deliver the required education and training within the ICT (information and communication technology) sector, so that Nunavut residents can effectively use ICT tools to meet their learning objectives.

The goals of the Broadband Training Strategy Project will be to:

- Identify specific positions that will be created directly as a result of the introduction of broadband services, and define the skills, knowledge and affective competencies associated with those positions;
- Determine the existing number of people in Nunavut with the required skills, knowledge and affective competencies, and establish the extent of the training gap;
- Prepare an inventory of existing training resources and programs to address that gap;
- Identify gaps in the training resources available, and establish a plan for addressing those gaps through development of new programs and materials where required, including provisions for Inuktitut language requirements;
- Identify federal, territorial, private sector, foundation and other potential funding agencies to support the development and implementation of this training plan;
- Build stakeholder consensus on strategies and plans for establishing a training and educational framework to support and promote effective delivery of broadband services;
- Support planning by educators, employment programs, training programs, funders, regulators, service providers and other stakeholders; and
- Provide an instrument for monitoring sectoral growth.

Each of the sections below is a guideline as to what NBDC expects from the proponents in developing the final strategic plan. Other suggestions for research or information to be included in the final plan are to be proposed by the proponent.

DETAILED SCOPE OF WORK

1: Review background documents, interviews with key people, organizations

Document review: Proponent is to list documents to be reviewed which the proponent considers to be relevant. At a minimum, NBDC will provide the following documents to be reviewed:

- *Everybody In: Developing a Training Strategy for Broadband Capacity in Nunavut*, by NBDC, March 2004.
- *Nunavut Broadband Business Plan for Implementation Funding*, by NBDC, June 2003.
- *Sivumuuqpollianiq, Moving Forward: Strengthening Our Self-Reliance in the Information Age*, by Nunavut Broadband Task Force, 2002.
- *Developing an Adult Learning Strategy for Nunavut: A Discussion Document*, Department of Education, Government of Nunavut, November 2003

Proponent is to list the people and organizations to be consulted which the proponent considers to be relevant. At a minimum, NBDC suggests the following people and organizations to be consulted in developing the business plan:

- The Chairman of NBDC, President, Secretary-Treasurer, and one other board member as identified by the Secretary-Treasurer;
- Members of the initial steering committee (GN Education, Inuit organization representative);
- Government and Inuit Organizations, including (at a minimum): Human Resources and Skills Development Canada; Indian and Northern Affairs Canada; Government of Nunavut Dept. of Education; GN Department of Culture, Language, Elders and Youth; GN Dept. of Economic Development and Transportation; GN Dept. of Human Resources; Nunavut Tunngavik Inc.; Nunavut Implementation Training Committee; Kakivak Association; Kivalliq Partners in Development; Kitikmeot Economic Development Commission, N-CAP (Nunavut's CAP program).
- Education and Training institutions: Nunavut Arctic College; Municipal Training Organization; private sector training organizations operating in Nunavut
- Education and Training institutions/organizations with developed ICT programs and governance models in other jurisdictions as appropriate,
- Sectoral representatives in arts and culture, tourism, mining, fisheries, government, small business, etc.

- Students
- any other relevant groups or individuals the proponent wishes to suggest.

2: Conduct Needs Definition and Analysis

Consultants will be required to conduct a needs analysis to identify training needs, and potential job creation related to implementation of broadband. In each area, there are needs specific to learning *how to implement and use ICT tools* as well as needs specific to delivering and receiving training content *through ICT*.

A comprehensive listing of the expected work in the needs analysis can be found in section 3.4.2 of *“Developing a Training Strategy for Broadband Capacity in Nunavut”*. In brief, there are at least three broad categories of general need:

- 1) Training associated directly with introduction and delivery of broadband services. Potential needs in this area include:
 - Technical training relating to the installation and maintenance of equipment and networks
 - Training associated with the creation and management of a successful small business in the broadband service industry. 2) Training associated with the development and use of applications made possible through the availability of broadband services. A partial list of potential needs in this area include training associated with:
 - Development and delivery of educational materials
 - Development of Inuktitut language support applications
 - Broadcasting, film-making and journalism training
 - Development of business support applications
 - Development of applications to enhance governance and NGO management and administration support including video-conferencing
 - Development of applications related to geosciences and geography
 - Web based marketing and promotion
- 3) General education and training programs intended to introduce and develop skills and knowledge in the area of ICT, as part of mainstream primary and secondary school curricula.

3. Research on delivery and funding

Proponents must review the current and planned activities of training institutions, (including primary, secondary, post-secondary, private sector, and public sector training) and funders in Nunavut in relation to ICT programs, as well as programs/courses planned for delivery through ICT. Ideally, proponents will be able to map out the current ICT training situation, and provide a snapshot of future plans, issues and concerns as outlined by Nunavut training institutions.

Proponents will compile a list of training and educational programs available to meet the range of needs identified in the needs analysis. These will include:

- Secondary school courses currently being taught;
 - Applicable Arctic College programs;
 - Other Nunavut-based institutional programs;
 - Programs outside Nunavut;
 - Programs available through distance learning;
 - Programs and training materials available through private sector trainers and training firms;
 - Other teaching, training and learning resources.
- proponents will identify and analyze comparable ICT sectoral training strategies used successfully in Nunavut, NWT or other regions, identifying lessons learned and best practices.
 - proponents will identify federal, territorial, Inuit, Aboriginal, private sector, foundation and any other potential sources of funding for training, and determine funding levels, history, criteria, etc.
 - As part of the overall needs assessment process, NBDC will identify current training needs (management, operational, and governance) within NBDC itself.

4. Training Planning and Budgeting

The initial three phases will provide input for the creation of a five-year training plan to support the overall goals of NBDC. While details of the training plan will be contingent on the outcome of the initial project phases, the training plan will include at least the following elements:

- List, description and estimated number of positions likely to be required to meet the needs defined through prior research;
- Analysis of the anticipated need for training associated with filling those positions;

- Description of existing programs or training resources available to meet those needs;
- Definition of detailed learning objectives based on job descriptions and skills/knowledge analyses;
- Identification of needs, or categories of need, which cannot be met by existing programs or resources;
- Recommendations for new programs based on the identified gap in training programs and resources;
- Definition of long term and annual output objectives for both training and positions;
- Recommendations for training strategies addressing all potential areas of training need.

5. Governance and Management Plan

An important goal of the training strategy will be to establish responsibility for implementing and managing the study. The NBDC has neither the mandate nor the resources required to serve as the sole management and delivery agency for a multi-year, multi-sectoral training project as diverse and complex as this.

Proponents will be required to propose a governance structure to coordinate the implementation of the strategic training recommendations. This plan should be produced in consultation with Nunavut educational institutions.

The Training Strategy will incorporate recommendations for a management structure to coordinate the initial and annual preparation, implementation, management and evaluation of training plans and their implementation, to periodically review and adjust the five year plan, and to report as required to funders, member organizations, and the public at large.

It is anticipated that some of the responsibilities will be taken on by the NBDC itself. Others will be handled by individual service providers, Nunavut Arctic College, Government of Nunavut departments, or other stakeholders. As part of the planning process, however, recommendations on responsibility for each of the program elements will be developed for discussion with potential partners in implementation.

PROJECT DELIVERABLES

At any time during the project, the Secretary-Treasurer will be available to answer questions and provide contacts as requested. The proponent will produce three milestone reports throughout the course of the project. These milestone reports are to be reviewed by the steering committee, and approved before moving onto the next stage of the business plan.

- Initial findings, due February 28th (Milestone 1): a brief, point form report outlining preliminary results of research findings from interviews and document

review, with suggested activities and funding sources – to be delivered electronically via email to the Secretary-Treasurer

- Draft strategic plan, due March 31st (Milestone 2): a draft of the initial business plan – to be delivered electronically via email to the Executive Director;
- Final strategic plan, due June 15th (Milestone 3): 5 bound copies of the strategic plan are to be provided, plus one unbound copy, plus one electronic copy on CD ROM – to be delivered to the NBDC office in Iqaluit. The final strategic plan will include an executive summary no longer than five pages. Note that NBDC will arrange to have the executive summary translated into Inuktitut.