

## **REQUEST FOR TENDER**

**RFT AM-12864**

**for**

**Design and Delivery of Mekong-Australia Partnership  
Masterclasses for FY 2025-2026**

**for**

**Mekong-Australia Partnership Support Unit**

### **Structure of Invitation**

Part A – Procurement Process Guidelines

Part B – Specification

Part C – Draft Contract

Part D – Response

## **Part A**

# **Procurement Process Guidelines**

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## REFERENCE SCHEDULE

### 1. Invitation to Tender

You are invited to submit a tender for the provision of:	Design and delivery of Mekong-Australia Partnership Masterclasses for FY 2025-2026
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### 2. Principal

Tetra Tech International Development Pty Ltd ABN 63 007 889 081
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### 3. Tetra Tech International Development's Requirements

Tetra Tech International Development Pty Ltd (Tetra Tech International Development) as the managing contractor of Mekong-Australia Partnerships on behalf of the Australian Department of Foreign Affairs and Trade, is seeking tenders from experienced Australian learning service providers (preferably Registered Training Organisations and/or Higher Education Providers) who can design and deliver customised Masterclasses for Mekong Australia Partnership on various areas.
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### 4. Important Dates

Lodgement and Query Dates	
Invitation Issue Date	28 July 2025
Industry Briefing	Friday, 1 August 2025 [Note: Please register your interest to attend by emailing <a href="mailto:mapsuprocurement@tetrattech.com">mapsuprocurement@tetrattech.com</a> ]
Last Queries Date	15 August 2025
Last date for registration of intent to tender	18 August 2025
Closing Date and Time	5 September 2025, 5:00 pm AEST
Indicative Timetable	
Completion of evaluation	10 September 2025
Notification to successful Supplier(s)	18 September 2025
Contract executed	25 September 2025
Notification to unsuccessful Supplier(s)	26 September 2025
Contract commencement	30 September 2025

## 5. Offers and Lodgement

Alternative Offers	Alternative Offers may be submitted	<input type="checkbox"/> No
<b>Form of Lodgement</b>		
Form of lodgement	<input checked="" type="checkbox"/> Internet/electronic	
Internet/electronic lodgement	Lodgement Address	mapsuprocurement@tetrattech.com
Offer Validity Period		90 days

## 6. Contact Person

Name	Nelson Salangsang
Position	Short Course Specialist
Email	Nelson.salangsang@tetrattech.com

## 7. Evaluation Criteria

Mandatory criteria	<ul style="list-style-type: none"> <li>The team leader and trainers with qualifications in relevant fields and at least five years of experience in delivering similar programs</li> <li>Members who have designed and delivered training programs to government agencies in the last five years.</li> <li>GEDSI specialist</li> </ul>						
Weighted criteria	<p>The evaluation criteria include, but are not limited to, the following (in no order of priority):</p> <table border="0"> <tr> <td>A. Technical approach to specifications</td> <td>40%</td> </tr> <tr> <td>B. Key Personnel proposed</td> <td>30%</td> </tr> <tr> <td>C. Innovation and Value for Money</td> <td>30%</td> </tr> </table>	A. Technical approach to specifications	40%	B. Key Personnel proposed	30%	C. Innovation and Value for Money	30%
A. Technical approach to specifications	40%						
B. Key Personnel proposed	30%						
C. Innovation and Value for Money	30%						

## 8. Indigenous Procurement Policy

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 <a href="https://www.dpmc.gov.au">https://www.dpmc.gov.au</a> for further information).
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	<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 re-produce, 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:

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## **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) stipulate fixed prices (unless otherwise specifically required or indicated)
- d) 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.

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## **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 Australia 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

The evaluation criteria include, but are not limited to, the following (in no order of priority):

A. Technical approach to specifications	40%
B. Key Personnel proposed	30%
C. Innovation and Value for Money	30%

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 if 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:

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- 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.

# **RFT AM - 12864 PART B**

## **Scope of Services**

### **Mekong-Australia Partnership (MAP) Support Unit**

### **Design and Delivery of MAP Masterclasses FY 2025-2026**



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# Title: Design and Delivery of Mekong-Australia Partnership Masterclasses FY 2025-2026

## 1. About the Mekong-Australia Partnership (MAP) Leadership and Skills Program

The Mekong subregion (Cambodia, Laos, Myanmar, Thailand, Vietnam) is key to Australia's vision for a stable and prosperous region, where international law, rules, and norms are upheld. This subregion is economically, strategically, and environmentally important, with a trajectory that directly affects sustainable development, regional stability, and cohesion. Many of the challenges in the Mekong are transboundary and demand cooperative, integrated solutions.

Through the Mekong-Australia Partnership (MAP), Australia supports a resilient and inclusive Mekong subregion that pursues joint solutions for shared and transboundary challenges. The MAP Leadership and Skills Program facilitates access to Australian education and professional learning, promotes knowledge sharing, and fosters subregional cooperation via short courses and masterclasses.

End-of-Program Outcomes:

- Diverse leaders apply their skills and capabilities to contribute across MAP thematic areas: Climate Resilience; Water Security; Gender Equality, Disability and Social Inclusion (GEDSI); Economic Resilience and Subregional Integration; and Transnational Crime (TNC).
- Diverse leaders cooperate to develop inclusive solutions for shared and transboundary challenges within the Mekong subregion.

This Scope of Services outlines the framework for experienced learning service providers, registered training organisations and/or higher education providers to design and deliver practical, experiential masterclasses to participants from the Mekong subregion. Partnerships with local or regional organisations are strongly encouraged to enhance contextual relevance and program effectiveness.

## 2. Procurement Approach: Consolidated, Flexible Opt-in Model

The **consolidated flexible opt-in procurement model** for multiple masterclasses involves aggregating the procurement needs for various masterclasses into a single overarching framework, while allowing providers to opt in selectively to the masterclasses that align with their expertise and capacity. For providers, this means greater clarity and predictability through advanced visibility of upcoming opportunities, enabling better resource planning and more efficient delivery.

This model aims to create efficiencies by minimising repetitive procurement activities and streamlining contract management across multiple masterclasses. It facilitates advanced

scheduling and coordination, allowing providers to prepare in advance and deliver high-quality offerings.

Providers may submit a single technical proposal that includes a 5-page draft program outline for each masterclass they propose. For each additional masterclass beyond the first, an extra 2 pages may be included in the technical proposal. Financial proposals must be submitted separately for each masterclass. The model allows providers to opt into one or multiple masterclasses, which include 2 Regional Masterclasses, 1 Thailand Bilateral Masterclass, and 1 Trilateral Masterclass. Masterclasses may be repeated, subject to negotiation with the providers.

### 3. Overview of Mekong-Australia Partnership Masterclasses

*Note: Detailed descriptions of each Masterclass are in Annexes 1-4.*

#### **3.1 Regional Masterclass: Applied Macroeconomics for Policy and Planning**

This masterclass addresses significant macroeconomic challenges threatening sustainable development in the Mekong subregion, including global economic volatility, tariff shifts, and geopolitical tensions disrupting trade and integration efforts. It emphasizes inclusive, multi-stakeholder economic policymaking beyond government, engaging private sector and civil society actors. The curriculum integrates Gender Equality, Disability and Social Inclusion (GEDSI) and climate resilience considerations. Participants will build practical macroeconomic skills through problem-based learning, collaboration, and regional peer networking, aligned with national development strategies across Mekong countries.

Target Participants: Mid- to senior- level government officials, civil society, private sector, and academics across Mekong subregion countries (Cambodia, Laos, Myanmar, Thailand and Vietnam), with a gender balance.

**Indicative Budget range:** AUD440,000 – 460,000

#### **3.2 Regional Masterclass: Building Inclusive and Sustainable Small-to-Medium Enterprises (SMEs) in the Mekong**

Focused on enhancing inclusive and sustainable SME development, this masterclass tackles critical SME challenges such as access to finance, digital financial services, capacity building, and policy advocacy. It promotes gender equality, disability, and social inclusion, and climate-smart business models. Participants engage in problem-based learning workshops designed to foster collaboration across government, private sector, and civil society, enabling cross-border peer learning and co-development of practical solutions for inclusive SME growth.

Target Participants: Multi-stakeholder representatives from SME support agencies, ministries, entrepreneurship networks, finance providers, and private sector organizations across Mekong subregion countries (Cambodia, Laos, Myanmar, Thailand and Vietnam), with a gender balance.

**Indicative Budget range:** AUD420,000 – 440,000

#### **3.3 Thailand Bilateral Masterclass: Building Strong and Effective Judicial Systems'**

This masterclass focuses on enhancing justice system capacity in Thailand with an emphasis on rule of law principles, judicial independence, and governance. It integrates a strong GEDSI focus to improve access to justice for women, persons with disabilities, youth, elderly, and ethnic groups. The course addresses reforms in criminal and civil justice, corruption issues, and regulatory enforcement, while incorporating climate governance aspects. The approach includes case studies, legal aid models, and problem-based learning to promote equitable justice sector reforms.

Target Participants: Representatives from Thai justice institutions, including ministries, courts, corrections, and anti-corruption bodies.

**Indicative Budget range:** AUD370,000 – 380,000

### **3.4 Trilateral Masterclass: Strengthening Leadership for Responsible Public Administration – Navigating Transformations**

This trilateral masterclass aims to develop leadership competencies among public officials from Vietnam and Laos, with a particular emphasis on enabling participants to effectively navigate challenges related to government restructuring, modernisation and transformations. The program will build essential skills in change management and risk management to strengthen responsible, transparent, and effective public administration. It will also focus on governance, ethics, accountability, and collaborative leadership to support sustainable development. Using an experiential and practice-based methodology, the program encourages peer learning and the creation of actionable strategies to address complex governance challenges that transcend national boundaries.

Target Participants: Mid-to-senior level public administration officials from Vietnam and Laos responsible for governance and policy implementation.

**Indicative Budget range:** AUD400,000 – 420,000

## **4. Branding and Communications**

- All program materials and communications must adhere strictly to the Mekong-Australia Partnership Branding & Style Guide (to be provided by MAP SU)
- Providers must supply draft social media content highlighting the masterclasses and coordinate photography for identified sessions to be used by relevant Australian Embassies.
- No media statements, photographs, or publications about the program may be released without prior written approval from Tetra Tech. All program-generated images are DFAT intellectual property.

## **5. Delivery and Staffing Requirements**

### **Staffing**

The provider will:

- Employ and manage qualified personnel ideally with Mekong subregion knowledge and experience necessary to perform the contract services, including: Course Leader, Subject Matter Experts and Learning Facilitators, Coaches for work-based projects, GEDSI Specialist and Local coordinator based in appropriate Mekong subregion country and/or Australia for administrative and logistical support
- Translators and interpreters (to be identified and contracted during negotiations as needed)
- Ensure fair remuneration aligned with current industry standards.
- Identify and subcontract experts or guest lecturers, including with Mekong subregion knowledge and experience to provide a diverse and contextualised learning experience.

### **Delivery Team**

- The nominated delivery team must conduct the program.
- The program will be delivered in English; language support services (translation/interpreting) may be provided as required.

Providers are encouraged to propose the possible engagement of course leaders or subject matter experts to extend their time by a day or two after the post-course workshops to deliver alumni engagement activities.

## **6. Teaching and Learning Approach**

The provider should facilitate an engaging, contextualised, and inclusive learning experience that is firmly rooted in adult learning principles and experiential, problem-based learning methodologies. This approach ensures participants actively apply critical thinking and collaborative problem-solving to real-world scenarios, enhancing relevance and retention.

Key delivery methods should include:

- Interactive classroom sessions that balance essential information delivery with experiential, participant-led activities to deepen understanding.
- Immersive simulations, role plays, debates, professional site visits, panel discussions, and practical exercises designed to foster critical thinking, decision-making, problem solving, and application of concepts in realistic contexts.
- Case studies thoughtfully selected to reflect the Mekong subregion's unique challenges and MAP thematic priorities, including GEDSI, climate resilience, water security, and economic resilience, and countering transnational crime enabling participants to analyze and develop context-specific solutions.
- Sessions led by experts from both the Mekong subregion and Australia, providing diverse perspectives and promoting cross-regional knowledge exchange.
- Reflective and facilitated discussion sessions that encourage participants to articulate insights, share experiences, and engage in peer learning.

- Integration of micro-credentials where appropriate, to recognise skills acquisition and encourage ongoing professional development.

## 7. Program Assessment

The providers are expected to:

- Design inclusive, practical and contextually relevant assessment components that effectively measure and demonstrate tangible improvements in participants' skills and competencies.
- Require participants to conceive, develop, and implement work-based projects that apply the knowledge and skills acquired during the masterclass to real-world challenges in their professional environments.
- Encourage participants to create and execute strategies for sharing key insights and learnings within their respective organisations, thereby promoting wider organisational learning, capacity-building, and sustained impact.

## 8. Service to be Provided and Specific Tasks

### **Pre-program Preparation**

The provider will:

- Collaborate with Tetra Tech International Development (managing contractor for DFAT – MAP Support Unit) to clarify program and participant requirements, finalise dates, and manage venue, logistics, and travel arrangements.
- Design and deliver an inclusive, flexible, experiential program reflected in a Detailed Training Plan expanding the tender draft, including:
  - Syllabus with applied GEDSI lens
  - Teaching/learning methods
  - Schedule with duration and contact time per module
  - Intended learning outcomes
  - Delivery staff and guest speakers
  - Learning resources to be used
  - Assessment methods
  - GEDSI mainstreaming in all content
  - Monitoring and evaluation approach
  - Risk Management Plan with identified risks and mitigations
- Prepare and distribute key program materials in English at least two weeks before the course.
- Submit the program budget in Excel format for approval.
- Develop a simple project management plan including timelines and engagement plans.
- Produce pre-training briefing materials for participants.

## **Delivery**

- Deliver the program for a maximum of 25 participants per course.
- Follow adult learning principles and manage program components effectively through coordination with Tetra Tech, DFAT, and stakeholders.
- Facilitate continuous participant engagement, including guided inputs, discussions, small group work and professional site visits.
- Ensure engagement of Australian experts in workshops/ discussions and provide sufficient time for questions and answers.
- Provide language support to facilitate active participant engagement, if required.
- Conduct formative and summative assessments.
- Issue MAP-branded certificates of completion or attainment to participants.
- Provide draft social media content and manage photography, aligned to MAP communication requirements.
- Maintain communications, administrative support, and pastoral care for participants.

## **Logistics**

The provider is responsible for:

- Organising masterclass opening and closing events
- Developing and implementing a Social Media Plan using MAP templates
- Conducting pre-training and welcome briefings
- Managing all related international and domestic travel arrangements, including visa processing and fees and insurance (i.e. completing paperwork, lodging and facilitating participants Visa process).
- Securing program venues and arranging site visits
- Arranging accommodation for single occupancy (private rooms with bathrooms; no shared apartments/hotel rooms)
- Providing program materials and participant info packs
- Delivering welfare, emergency support, and cultural activities
- Handling per-diem payments
- Managing conference registrations (if applicable)
- Coordinating and arranging networking events and site visits
- Contracting external experts and guest lecturers
- Producing MAP-branded certificates (template provided by MAP SU)
- Ensure reasonable accommodations for persons with disability
- Any other logistical requirements deemed necessary to effectively deliver the masterclasses.

## **Welfare Support / Pastoral Care**

Providers must adhere to the *Guidelines for MAP Masterclass Providers* (attached) for welfare and pastoral care responsibilities.

Providers must ensure participant wellbeing through a designated Welfare Officer (preferably female and has good knowledge of the Mekong sub-region) who conducts regular welfare check-ins, supports daily living needs, facilitates access to health services, and manages

safeguarding and emergency situations. The role requires confidentiality, cultural sensitivity, and support for mental health, disability, gender-specific needs, and language access through interpreters.

## 9. Monitoring, Evaluation and Learning (MEL) Framework

Providers must implement MEL activities aligned with the MAP Leadership and Skills MEL Framework, including:

- Pre- and post-course surveys (The provider needs to tailor this upon commencement of the contract)
- Learning management mechanisms to identify and recommend delivery improvements
- End-of-training evaluations after core module (MAPSU will provide the template during contract negotiations)
- Work-based project/action plan reports (MAP SU will provide the template during contract negotiations)

Additionally, providers must submit brief Progress Reports, and detailed Completion Reports aligned to DFAT MEL standards and using MAP-SU Leadership and Skills templates, maintain accurate participant records for submission upon request, and provide regular financial reports with expenditure documentation.

## 10. Integration of Australian Development Priorities

The masterclass curriculum must be designed to effectively incorporate Australia's key international development priorities and cross-cutting themes to ensure it is relevant, inclusive, and impactful. Specifically, the curriculum should integrate:

### **Gender Equality, Disability, and Social Inclusion (GEDSI):**

Embed content and activities that promote the understanding and application of GEDSI principles. For example, include case studies demonstrating successful empowerment of women and persons with disabilities in development projects, and exercises that challenge participants to design interventions accessible to diverse groups.

### **Climate Change:**

Incorporate modules on climate change mitigation and adaptation strategies relevant to the development context. Practical examples include analysing community-led renewable energy projects or disaster risk reduction initiatives, encouraging participants to develop climate-resilient development plans. Additionally, emphasize the importance of green operations in delivering programs, such as minimizing waste, reducing carbon footprints, and using sustainable resources during implementation.

### **Localisation and Locally-Led Development:**

Emphasize approaches that prioritize local ownership and leadership. For instance, explore successful projects initiated and led by local communities or organizations, and facilitate simulations where participants collaborate with local stakeholders to co-create solutions.



## **Safeguarding:**

Integrate environmental and social safeguarding principles and protocols to protect participants and communities from harm. This includes mandatory training on identifying and preventing sexual exploitation, abuse and harassment, including clear reporting mechanisms. Adhering to child protection safeguards and fostering a culture of respect and safety throughout the curriculum.

## **11. Fostering First Nations Participation**

The masterclasses will actively integrate First Nations participation to honor and include Indigenous perspectives, knowledge systems, and leadership styles. This inclusion is vital for fostering diverse and culturally respectful learning environments that reflect Australia's commitment to reconciliation and Indigenous engagement.

Providers are expected to ensure meaningful involvement of First Nations peoples through:

- Inclusion of First Nations guest speakers, facilitators, or experts where relevant, who can provide unique insights on governance, leadership, sustainability, and social inclusion.
- Integration of Indigenous methodologies and worldviews within the curriculum design and delivery, enriching the learning experience with diverse approaches to problem-solving and community engagement.
- Creating safe, respectful, and inclusive spaces for dialogue that acknowledge the histories, cultures, and contributions of First Nations peoples.
- Encouraging participants to reflect on First Nations leadership principles and explore how these can inform and enhance leadership practices within their own governance and organisational contexts.
- Commitment to First Nations economic empowerment through procurement practices, including the sourcing of corporate giveaways, event materials, and other program-related goods and services from certified First Nations businesses wherever feasible. This supports Indigenous enterprises and reinforces the program's broader social inclusion objectives.

This approach strengthens cultural competence, promotes Indigenous inclusion as a cross-cutting priority, provides opportunity to share Indigenous experience and learning between Australia and Mekong countries and enriches the overall impact and authenticity of the MAP Masterclasses.

## **12. General Milestone Schedule and Payments**

<b>Milestone</b>	<b>Deliverables</b>	<b>Payment</b>
Inception	Workplan, final budget, Risk Management Plan, Program for Component 1 (Pre-course), Social Media Plan	30% of total fee + reimbursables
Pre-Course	2-page Progress Report, Final Program for Component 2, Pre-departure Handbook	30% of total fee + reimbursables

Core Learning	Delivery Completion, End of Component Report, Final Coaching Plan for Work-based Projects	20% of total fee + reimbursables
Post-Course Colloquium	Completion Report and Work-Based Project Reports	20% of total fee + reimbursables

### 13. Health, Safety and Security

- The provider is responsible for all safety and security arrangements for its personnel during service delivery, including accommodation, transport, insurance, and emergency support.
- Tetra Tech assumes no liability for any injuries, accidents, or incidents affecting provider personnel during the contract.

*For more guidance, please refer to the attached **Guidelines for MAP Masterclass Providers**.*

### 14. Tender Submission Requirements

#### a. Use the provided templates

Submit a detailed draft program for each proposed masterclass using the provided templates. Each draft should include:

- Structure: outline the format and flow of the masterclass (for example, session breakdown, timing, delivery methods).
- Content and approach: describe the topics, themes, and materials to be covered, and how you will deliver them.
- Learning objectives: clearly state what participants are expected to learn or achieve by the end of the masterclass.

#### b. Risk management matrix

For each masterclass, include a risk management matrix that:

- Identifies potential risks related to the delivery, content, or logistics of the masterclass.
- Proposes mitigation strategies to manage or reduce these risks.

#### c. Page limits per number of masterclasses

- The base page allowance for Technical Proposal is 6 pages for one masterclass.
- For each additional masterclass proposed, you may add 2 extra pages to the Technical Proposal.
- Examples:
  - If submitting for 2 masterclasses, the total page limit is 8 pages (6 plus 2).
  - If submitting for 3 masterclasses, the total page limit is 10 pages (6 plus 4), and so on.

Note that the draft training plans page limit is 5 pages per masterclass.

4. Financial Proposal: Submit separate fixed fees for each masterclass. Bidders are encouraged to identify opportunities for efficiency if you are bidding for multiple masterclasses.

Please note that bids for each masterclass will be assessed individually and separately according to the criteria outlined.

#### **Contracting and Repeat Deliveries**

Bidders awarded two (2) or more masterclasses may be contracted under a consolidated single contract or have a contract for each course. The appropriate method will be decided in consultation with the preferred supplier.

**These masterclasses may be repeated, and any repeat deliveries will be negotiated with the successful tenderer in due course.**

## ANNEX 1

### REGIONAL MASTERCLASS ON APPLIED MACROECONOMICS FOR POLICY AND PLANNING

#### Background/Context

The Mekong subregion confronts significant macroeconomic challenges that threaten inclusive and sustainable development, requiring coordinated and evidence-informed policy responses. Recent analysis by the Asian Development Bank highlights that regional economies remain vulnerable to global economic volatility, including tariff shifts and geopolitical tensions, which disrupt trade flows and complicate regional integration efforts under frameworks such as Association of Southeast Asian Nations (ASEAN) and the Greater Mekong Subregion Economic Cooperation Program<sup>1</sup>.

This masterclass aims to address shared challenges by developing practical macroeconomic skills through problem-based learning and fostering regional peer collaboration. It will strengthen participants' abilities to analyse economic trends, engage diverse stakeholders, incorporate climate considerations, and design inclusive fiscal and trade policies. The program will support participants to engage in resilient economic recovery aligned with national strategies such as Cambodia's Pentagonal Strategy and Vietnam's Socio-Economic Development Strategy.

In addition to reflecting on regional and global economic contexts in the Mekong subregion, priority topics to address shared challenges in the subregion include:

- Engage effectively with diverse government stakeholders: Effective economic policymaking increasingly demands multi-stakeholder collaboration between government agencies, and beyond government, engaging private sector actors, civil society, and social enterprises to ensure inclusive growth. However, capacity gaps and limited coordination often hinder such engagement, reducing policy effectiveness<sup>2</sup>.
- Role of macroeconomic policy in climate adaptation and mitigation: Climate change poses an escalating risk, with the Mekong subregion identified as highly susceptible to environmental shocks that impact economic stability. Integrating climate adaptation and mitigation within macroeconomic frameworks is critical to promote green investments and resilience, yet current policy integration remains uneven<sup>3</sup>.
- Macroeconomic policy and fiscal resilience: Fiscal management faces pressure from economic shocks exacerbated by the COVID-19 pandemic's lingering effects. Gender-responsive budgeting is a proven approach to safeguard vulnerable populations and enhance economic equity, yet its adoption across the sub-region is inconsistent<sup>4</sup>.
- Trade competitiveness and export diversification: Trade diversification and value chain upgrading are essential to reduce dependency on traditional exports and navigate complex tariff and non-tariff barriers. However, many policymakers lack the practical tools and knowledge to leverage Free Trade Agreements and support inclusive participation in export markets, particularly for marginalized groups<sup>5</sup>.

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1. Asian Development Bank (2024). Asia SME Monitor 2024: Economic Trends and Trade Policy Impacts in the Mekong Sub-region. Manila: ADB.
2. World Bank (2023). Inclusive Economic Policymaking in Southeast Asia: Multi-Stakeholder Engagement. Washington, DC: World Bank.
3. Intergovernmental Panel on Climate Change (IPCC) (2023). Climate Change 2023: Impacts, Adaptation, and Vulnerability. Geneva: IPCC.
4. United Nations Development Programme (UNDP) (2024). Gender-Responsive Budgeting for Economic Equity in Asia-Pacific. New York: UNDP.
5. Organisation for Economic Co-operation and Development (OECD) (2023). Trade Diversification and Value Chain Upgrading in Emerging Economies. Paris: OECD.

Element		
1.	<b>Desired Learning Outcomes</b>	<p>The overarching goal of the masterclasses is to increase knowledge, promote people-to-people links, and strengthen networks across the Mekong subregion.</p> <p>Upon completion, participants will be better equipped to:</p> <ol style="list-style-type: none"> <li>1. Explore regional and global economic trends and consider their potential impacts on the Mekong subregion.</li> <li>2. Collaborate and network effectively with a wide range of Australian and Mekong regional stakeholders, including government, the private sector, civil society, and social enterprises.</li> <li>3. Understand ways to incorporate climate adaptation and mitigation into broader macroeconomic planning.</li> <li>4. Use practical and inclusive macroeconomic tools to support fiscal stability, respond to economic challenges, and contribute to the wellbeing of vulnerable groups.</li> <li>5. Contribute to the development of thoughtful and inclusive macroeconomic strategies aimed at enhancing fiscal health, managing economic fluctuations, and fostering social protection.</li> </ol>
2.	<b>Program Components</b>	<p><b>Pre-course</b> (in person in Bangkok) (2 days) – 10-11 November 2025</p> <p><b>In-Australia masterclass</b> (2 weeks) – 1-12 December 2025 [Travel is not included in these dates] The participants need to arrive in Australia by 30 November and depart Australia by December 13.</p> <p>[Note that Myanmar participants may not be able to go to Australia so hybrid option should be considered for them]</p> <p><b>Virtual mentoring for Work-based Projects</b> (6-8 weeks) - January 2026 to March 2026</p> <p><b>Post-course colloquium</b> (in person in Bangkok) (2 days)- 30-31 March 2026</p>
3.	<b>Priority Topics</b>	<p><i>This list of topics and issues will be validated and refined in consultation with Australian Embassy in respective countries and nominated participants. Providers are expected to adopt a problem-based learning approach, ensuring the content is practical, participant-driven, and directly addresses real-world challenges.</i></p>



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## **1. Regional and global economic contexts**

- Overview of regional and global economic trends impacting the Mekong subregion
- Analysis of tariff impacts and trade policy shifts
- Implications of international trade agreements and geopolitical developments

## **2. Economic policymaking beyond government**

- Engaging private sector, NGOs, and social enterprises in economic policy
- Multi-stakeholder collaboration for inclusive and effective policymaking
- Strengthening governance frameworks to support diverse economic actors

## **3. Role of macroeconomic policy in climate adaptation and mitigation**

- Integrating climate change considerations into macroeconomic planning
- Designing policy incentives to promote climate-smart investments and sustainable behaviours
- Encouraging behavioural change through economic policies and regulations
- Aligning national and subregional climate resilience strategies with economic goals

## **4. Inclusive macroeconomic policy and fiscal resilience**

- Building practical and inclusive skills in fiscal stability, debt management, inflation control, and shock response
- Gender-responsive budgeting and protecting vulnerable populations during crises
- Enhancing inclusive data/digital systems and forecasting for informed fiscal policy decisions

## **5. Trade competitiveness and export diversification**

- Strategies to diversify exports and reduce dependence on low-value commodities
  - Methods to move up the value chain and increase product sophistication
  - Leveraging Free Trade Agreements (FTAs) to access new markets
  - Responding effectively to tariffs and trade barriers through inclusive policy and negotiation
  - Investment promotion and economic zone development
-

		<ul style="list-style-type: none"> <li>- Supporting SMEs and marginalized entrepreneurs to participate in export markets</li> </ul>
4.	<b>Suggested Approach and Methodology</b>	Providers should apply adult learning principles using a problem-based learning approach focused on real-world challenges. The methodology must be experiential and interactive, incorporating case studies, dialogues, and practical exercises to engage participants actively. Emphasize knowledge exchange to foster peer learning and cross-border collaboration, enabling participants to co-develop practical, context-specific solutions.
5.	<b>Target Participants / Agencies</b>	<p>Up to 25 multi-stakeholder (approximately 5 from each Mekong country), mid-to-senior level participants in total, with GEDSI balance from:</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Government (excluding Myanmar): relevant central and provincial government agencies</li> <li><input checked="" type="checkbox"/> CSOs: relevant organisations engaging in policy advocacy</li> <li><input checked="" type="checkbox"/> Private sector/industry: business chambers with economic policy interests</li> <li><input checked="" type="checkbox"/> Academics: think tanks and academic policy centres</li> </ul> <p>Participants will be required to have a level of English proficiency equivalent to IELTS 5.5 or above. Providers may be requested to offer appropriate language support as needed.</p>
6.	<b>Alignment with MAP Thematic Pillars</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Climate resilience</li> <li><input type="checkbox"/> Water security</li> <li><input checked="" type="checkbox"/> Economic resilience and subregional integration</li> <li><input checked="" type="checkbox"/> GEDSI</li> <li><input type="checkbox"/> Preventing and countering transnational crime</li> </ul>
7.	<b>Strategic Objectives</b>	Masterclasses are fundamentally about fostering people-to-people linkages and strengthening regional networks. This approach aligns closely with DFAT's focus on economic recovery, inclusive development, and resilience in Southeast Asia, as outlined in the bilateral Development Partnership Plans and the Mekong-Australia Partnership (MAP) objectives. By facilitating direct connections and collaborations among individuals and institutions, these Masterclasses support Australia's commitment to inclusive economic governance, gender equality, and subregional economic cooperation across Cambodia, Laos, Myanmar, Thailand, and Vietnam.
8.	<b>Development Objectives</b>	This masterclass is tailored to address the priority topics critical to sustainable and inclusive economic development across the Mekong subregion, aligned with national strategies such as Cambodia's Pentagonal Strategy, Vietnam's Socio-Economic Development Strategy, Laos' National Socio-Economic Development Plan and Thailand's 13th National Economic and Social Development Plan. For Myanmar, this aligns with the DFAT's

		<p>Development Partnership Plan objective 3 on leadership and skills development.</p> <p>Using a problem-based learning approach, the masterclass engages local, multi-stakeholder participants—including government, private sector, and civil society actors—to build practical macroeconomic skills relevant to their contexts.</p> <p>This masterclass will be refined through participant profiling to ensure the selected topics and challenges are highly relevant and responsive to participants’ needs, fostering practical skills and collaborative solutions for inclusive, resilient economic policy and planning in the Mekong subregion.</p>
9.	<b>Subregional Collaboration</b>	<p>The masterclass will feature a problem-based learning workshop series designed to address common challenges across the Mekong subregion (MKS), taking into consideration the diversity among the MKS countries. The masterclass will be designed to promote cross-border peer learning and policy dialogue across the Mekong subregion. It will foster networks between public institutions, private sector, and civil society to enhance coordination on macroeconomic policy and resilience planning.</p>
10.	<b>GEDSI Considerations</b>	<p>GEDSI (Gender Equality, Disability, and Social Inclusion) is integrated in the curriculum. Specifically, it includes:</p> <ul style="list-style-type: none"> <li>- Methods for assessing and promoting gender equality, disability inclusion, and broader social inclusion in economic policy.</li> <li>- Gender-responsive budgeting and protecting vulnerable populations during crises</li> <li>- Highlighting regional best practices aimed at reducing disparities and fostering sustainable development that benefits all social groups.</li> </ul>
11.	<b>Climate Considerations</b>	<p>In this curriculum, climate is considered primarily through:</p> <ul style="list-style-type: none"> <li>- Integrating climate adaptation and mitigation strategies into macroeconomic policy at the regional level.</li> <li>- Emphasizing the role of macroeconomic policy in supporting environmental sustainability and addressing climate challenges.</li> </ul>
12.	<b>Potential Australian Agencies/Institutions to Partner</b>	<p><b>Government Agencies:</b></p> <ol style="list-style-type: none"> <li>1. Department of Foreign Affairs and Trade (DFAT)</li> <li>2. Australian Treasury</li> <li>3. Department of Industry, Science and Resources</li> <li>4. Clean Energy Regulator</li> <li>5. Australian Trade and Investment Commission (Austrade)</li> <li>6. Department of Social Services</li> </ol> <p><b>Private Sector and Civil Society Organizations:</b></p>



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1. Business Council of Australia (BCA)
  2. Social Enterprise Australia
  3. Australian Council of Social Service (ACOSS)
  4. Climate Works Australia
  5. Consulting firms specializing in economic modelling and forecasting

**Think Tanks and Research Institutions:**

1. Schools of Public Policy / Economics (in universities)
  2. Grattan Institute
  3. Climate Change Institute (ANU)
  4. The Australia Institute
  5. Lowy Institute
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## **ANNEX 2.**

### **REGIONAL MASTERCLASS ON BUILDING RESILIENT AND INCLUSIVE SMALL-TO-MEDIUM ENTERPRISES IN THE MEKONG SUBREGION**

#### **Background/Context**

This masterclass is designed to address critical challenges faced by Small-to-Medium Enterprises (SMEs) in the Mekong sub-region by focusing on five priority thematic areas that collectively enhance inclusive and sustainable SME development through a Gender Equality, Disability, and Social Inclusion (GEDSI) lens.

##### **1. Access to Finance and Grants**

SMEs in the Mekong sub-region face significant barriers to accessing formal financial services, disproportionately affecting women entrepreneurs, persons with disabilities, and other marginalized groups. Low financial literacy and limited business management skills are more pronounced among these segments, limiting their ability to prepare necessary financial documentation and access credit. Policymakers emphasize inclusive financial infrastructure development to ensure diverse financing products meet the needs of underserved groups. Guarantee schemes and innovative financing approaches should incorporate gender-sensitive criteria and accessibility considerations. Strengthening targeted financial education and business advisory services can empower vulnerable SMEs to improve their creditworthiness and sustainable loan usage.

##### **2. Digital Financial Services**

Digital financial services offer crucial opportunities to bridge inclusion gaps for women, persons with disabilities, and rural or marginalized SMEs by overcoming geographic and social barriers. However, the digital divide remains a key challenge, as these groups often have limited digital literacy and access to technology. Regulatory and policy frameworks must prioritize equitable digital access, protection against digital fraud, and tailored capacity building to ensure all SMEs can safely and effectively engage with fintech and digital payments. Investments in accessible digital infrastructure and training programs designed with GEDSI principles can foster meaningful financial inclusion.

##### **3. Climate-Resilient Business Models**

Climate change impacts exacerbate vulnerabilities for marginalized SME groups who typically have fewer resources and adaptive capacities. Integrating GEDSI into climate resilience efforts means prioritizing access to climate finance, adaptation technologies, and capacity-building initiatives for women-led enterprises and SMEs run by disadvantaged populations. Inclusive policies and regional cooperation should aim to reduce climate risks while simultaneously addressing social inequities, enabling these SMEs to participate fully in green growth opportunities and disaster risk reduction measures.

##### **4. Market Access and Integration into Regional Value Chains**

Women entrepreneurs and marginalized groups often face additional barriers to market access and value chain integration, including limited networks, knowledge gaps, and compliance challenges. Applying a GEDSI lens requires targeted capacity-building programs to enhance their understanding of trade facilitation, standards, and partnership development. Regional economic integration frameworks should incorporate gender and social inclusion indicators to monitor and promote equitable SME participation in cross-border trade and value chains.

5. Regulatory and Institutional Environment

Regulatory complexity and inconsistent enforcement disproportionately affect SMEs led by women, persons with disabilities, and marginalized groups, who often lack resources to navigate bureaucratic systems. GEDSI-informed reforms should simplify compliance processes, enhance transparency, and foster inclusive policymaking involving diverse SME voices. Institutional strengthening must include capacity development for agencies to effectively address the needs of underserved SMEs and ensure equitable enforcement of regulations.

This masterclass aims to equip participants with the knowledge and skills to address these interlinked challenges through problem-based learning, emphasizing GEDSI principles to foster cross-border collaboration and peer networks that promote inclusive and sustainable SME growth across the Mekong sub-region.

References:

Asian Development Bank. Asia Small and Medium-Sized Enterprise Monitor 2024, <https://www.adb.org/publications>

Asian Development Bank. Asian Economic Integration Report 2025; <https://www.adb.org/publications/asian-economic-integration-report-2025>

Element		
1.	<b>Desired Learning Outcomes</b>	<p>The overarching goal of the masterclasses is to increase knowledge, promote people-to-people links, and strengthen networks across the Mekong subregion.</p> <p>Upon completion of this masterclass, participants will be able to:</p> <ol style="list-style-type: none"><li>1. Identify financing barriers and develop inclusive strategies to improve SME access to funds, prioritizing women and marginalized groups.</li><li>2. Enhance practical financial management skills for diverse SMEs, including those led by women and persons with disabilities.</li><li>3. Design climate-resilient and sustainable SME business models that promote gender equality, disability inclusion, and social equity.</li></ol>

		<ul style="list-style-type: none"> <li>Address market barriers to boost equitable SME integration into value chains, ensuring participation of marginalized entrepreneurs.</li> </ul> <p>5. Navigate regulatory challenges and advocate for inclusive policies that support SME formalization and growth for all groups.</p>
2.	Program Components	<p><b>Pre-course</b> (in-person in Laos) (2 days) – 13-14 May 2026</p> <p><b>Masterclass in-person in Bangkok</b> (2 weeks) –1-12 June 2026. This excludes travel dates. Participants should arrive in Bangkok by May 31, and depart Bangkok by June 13.</p> <p><b>Virtual mentoring</b> (12 week) - July 2026 to September 2026</p> <p><b>Post-course colloquium (in-person in Vietnam)</b> (2 days)- 29-30 September 2026</p>
3.	Priority Topics	<p><i>Note: This list will be validated and refined during participant profiling. Participants will be invited to indicate their specific challenges and goals relevant to the thematic focus during the application process. The providers are required to use a problem-based learning approach to ensure that content is grounded on the participant’s contemporary challenges.</i></p> <p><b>1. Access to Finance and Grants</b></p> <ul style="list-style-type: none"> <li>Improving SME access to diverse financing options, including grants, and public funding</li> <li>Navigating financial institutions and understanding credit products</li> <li>Strengthening financial management skills for better loan utilisation and sustainability</li> </ul> <p><b>2. Digital Financial Services</b></p> <ul style="list-style-type: none"> <li>Adoption and effective use of digital payment systems and mobile banking</li> <li>Leveraging fintech solutions to increase financial inclusion</li> <li>Enhancing digital literacy related to financial tools</li> </ul> <p><b>3. Climate-Resilient Business Models</b></p> <ul style="list-style-type: none"> <li>Developing and implementing business strategies that mitigate climate risks</li> <li>Incorporating sustainable practices and circular economy principles</li> <li>Building SME capacity to adapt to environmental and regulatory changes</li> </ul> <p><b>4. Market Access and Integration into Regional Value Chains</b></p> <ul style="list-style-type: none"> <li>Strategies to access and expand into regional and international markets</li> <li>Understanding trade facilitation, standards, and compliance</li> <li>Building partnerships and networks for value chain participation</li> </ul> <p><b>5. Regulatory and Institutional Environment</b></p>



		<ul style="list-style-type: none"> <li>- Recognize regulatory and institutional challenges affecting SME formalization and growth</li> <li>- Formulate advocacy or compliance strategies to navigate or influence policy environments effectively</li> </ul>
4.	<b>Suggested Approach and Methodology</b>	Providers should apply adult learning principles using a problem-based learning approach focused on real SME challenges. The methodology must be experiential and interactive, incorporating case studies, dialogues, and practical exercises to engage participants actively. Emphasize knowledge exchange to foster peer learning and cross-border collaboration, enabling participants to co-develop practical, context-specific solutions.
5.	<b>Target Participants / Agencies</b>	<p>Up to 25 multi-stakeholder participants from:</p> <ul style="list-style-type: none"> <li>- SME support agencies and business development services</li> <li>- Ministries of commerce, industry, and planning</li> <li>- Women and disability-focused entrepreneurship networks</li> <li>- Finance/microfinance providers and innovation hubs</li> <li>- Private sector/industry chambers, trade associations, and youth-led businesses</li> </ul> <p>Participants will be required to have a level of English proficiency equivalent to IELTS 5.5 or above. Providers may be requested to offer appropriate language support as needed.</p>
6.	<b>Alignment with MAP Thematic Pillars</b>	<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Climate resilience</li> <li><input type="checkbox"/> Water security</li> <li><input checked="" type="checkbox"/> Economic resilience and subregional integration</li> <li><input checked="" type="checkbox"/> GEDSI</li> <li><input type="checkbox"/> Preventing and countering transnational crime</li> </ul> <p>This program supports inclusive and sustainable economic growth by building SMEs capacity, particularly among women and people with disabilities, to access markets, finance, and innovation in the Mekong subregion.</p>
7.	<b>Strategic Objectives</b>	Aligns with DFAT's Southeast Asia Economic Strategy, Gender Equality Strategy, Disability Equity and Rights Strategy, and Mekong–Australia Partnership (MAP) focus on inclusive growth. It supports entrepreneurship, financial inclusion, regional trade, and climate-resilient business models, while reinforcing Australia's leadership in inclusive private sector development.
8.	<b>Development Objectives</b>	This Masterclass addresses national priorities across Cambodia, Laos, Thailand, and Vietnam by strengthening SME competitiveness, promoting women's entrepreneurship, advancing disability inclusion, and fostering digital innovation. It supports each country's national economic

		<p>development plans and green growth strategies, including Cambodia's Pentagonal Strategy, Vietnam's SME Development Plan and Development Partnership Plan (DPP), Thailand's Bio-Circular-Green Economy (BCG) model, and regional MSME action plans under ASEAN.</p> <p>The approach aligns closely with the Development Partnership Plans (DPPs) between Australia and Mekong sub-region countries, including Myanmar's DPP, which similarly prioritizes objectives related to Gender Equality, Disability, and Social Inclusion (GEDSI), livelihoods, and skills development (Objectives 1, 2, and 3).</p>
9.	<b>Subregional Collaboration</b>	<p>The masterclass will feature a problem-based learning workshop series designed to address common SME challenges across the Mekong subregion taking into consideration the diversity among the Mekong countries. This series will promote collaboration among government, private sector, and civil society leaders by facilitating cross-border learning on inclusive SME policies, climate-smart innovation, and trade facilitation. Participants will build peer networks focused on supporting women-led, disability-inclusive, and rural SMEs, enabling them to co-develop practical, context-specific solutions that advance inclusive and sustainable economic growth in the region.</p>
10.	<b>GEDSI</b>	<p>This is a GEDSI-targeted course, prioritising participation from women, people with disability, marginalised ethnic communities, and youth-led businesses across the subregion. The course will encourage the sharing of learning and lived experience between the diverse participants. GEDSI will also be mainstreamed into the course content with case studies on inclusive enterprise and emphasis on enabling ecosystems for marginalised entrepreneurs.</p>
11.	<b>Climate</b>	<p>The course will promote sustainable business practices by showcasing climate-adaptive SME case studies, applying circular economy principles, and exploring access to environmentally focused financing instruments. It will emphasize resilience strategies to help SMEs effectively manage climate and environmental challenges.</p>
12.	<b>Target Australian Agencies/Institutions to Partner</b>	<ul style="list-style-type: none"> <li>• DFAT Gender Equality, Disability and Social Inclusion Branch and Southeast Asia Strategy team</li> <li>• Department of Industry, Science and Resources (DISR)</li> <li>• Treasury</li> <li>• Austrade (SME and trade facilitation)</li> <li>• University-based innovation hubs</li> <li>• Innovation hubs, incubators, and inclusive entrepreneurship networks</li> <li>• First Nations business networks</li> <li>• Small Business and Family Enterprise Ombudsman</li> </ul>

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- CSOs such as Endeavour Foundation (supporting people with disability)
-

## ANNEX 3

### BILATERAL MASTERCLASS ON BUILDING STRONG AND EFFECTIVE JUDICIAL SYSTEMS

#### Background/Context

Strong and effective judicial systems underpin democratic stability and resilience and are an enabler of inclusive economic growth and sustainable development. Supporting improved justice systems and the rule of law in Thailand furthers Australia's goal of a peaceful, stable and prosperous Indo-Pacific. Improving the rule of law also forms an important part of achieving the Sustainable Development Goals (SDGs), in particular SDG 16.3 to 'promote the rule of law at the national and international levels and ensure equal access to justice for all'.

In 2024, Thailand was ranked 78 out of 142 countries in terms of the rule of law according to the . It scored well on order and security but ranked low in the following areas: constraints on government powers, absence of corruption, open government, fundamental rights, regulatory enforcement, civil justice and criminal justice.

Improving the rule of law is also a stated goal of the Thai Government. In January 2024, former Prime Minister Srettha Thavisin announced his Government's commitment to improving Thailand's rule of law. Officials committed to improving Thailand's rule of law score by 30 per cent (based on the World Justice Project Index). Prime Minister Paetongtarn Shinawatra reaffirmed Thailand's focus on the rule of law at the Rule of Law Fair hosted by the Thailand Institute of Justice in February 2025.

In 2023, the Organisation for Economic Co-operation and Development (OECD) adopted a recommendation on access to justice. As part of its OECD accession, announced by Thailand in 2024, Thailand will be assessed on access to justice indicators and the OECD may make recommendations in this area.

#### Overview

The Masterclass will provide Thai officials with a robust, comparative understanding of the rule of law, supported by Australian and international best practice.

The World Justice Project defines the rule of law as 'a durable system of laws, institutions, norms, and community commitment that delivers four universal principles: accountability, just law, open government, and accessible and impartial justice'. The definition emphasises a whole-of-government approach that goes beyond the formal justice system and integrates a comprehensive range of legal and justice services. It includes ministry officials, prosecutors, legal practitioners, court officials, correctional officers and civil society.

The rule of law is critical for economic, social and democratic resilience and trust. It supports other public institutions to address global challenges including climate change, criminal transboundary networks, and tax avoidance and evasion. Efficient and effective justice systems promote a thriving investment and business climate and are key to global competitiveness. On the other hand, corruption and lack of integrity in the judicial system threaten justice delivery, undermining public trust in government institutions. Difficulties in addressing legal issues significantly impact on citizens' ability to participate fully in the economy and society



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1.	<b>Desired Learning Outcomes</b>	<p>By the end of the Masterclass, participants will be able to:</p> <ul style="list-style-type: none"> <li>- Explain foundational principles of the rule of law including judicial independence, separation of powers, accountability, and just law.</li> <li>- Identify key challenges in Thailand's justice system including criminal and civil justice reform, corruption, and regulatory enforcement issues.</li> <li>- Promote inclusive access to justice for vulnerable groups including women, people with disability, youth, older persons, and ethnic minorities.</li> <li>- Apply international standards related to access to justice, such as the Bangkok Rules concerning women prisoners and non-custodial measures for women offenders, and the International Principles and Guidelines on Access to Justice for Persons with Disabilities.</li> <li>- Demonstrate knowledge of governance and anti-corruption frameworks to enhance transparency and accountability within judicial institutions.</li> <li>- Explore opportunities for innovations in court administration and digital transformation to improve justice delivery and efficiency.</li> </ul>
2.	<b>Program Components</b>	<ul style="list-style-type: none"> <li>- Pre-course in Thailand: Two days (4-5 February 2026)</li> <li>- Two-week in-person Masterclass in Australia (23 Feb to 6 March 2026). This excludes the travel time. Travel from Bangkok should start on Feb 21, and departure from Australia should be March 8.</li> <li>- Post-program mentoring and knowledge exchange activities</li> <li>- Colloquium (6-7 May 2026)</li> </ul>
3.	<b>Priority Topics</b>	<p><i>This list of topics and issues will be validated and refined through a participant profiling process. Nominated participants will be invited to identify the topics most relevant to their roles/organisation and highlight key challenges they face related to the masterclass theme. Providers are expected to adopt a problem-based learning approach, ensuring the content is practical, participant-driven, and directly addresses real-world challenges.</i></p> <ul style="list-style-type: none"> <li>• Foundational principles of the rule of law (separation of powers, equal application of the law, judicial independence, presumption of innocence)</li> <li>• Key challenges identified for the rule of law in Thailand (criminal justice reform, civil justice reform, absence of corruption, constraint on government, rights, regulatory enforcement, open government)</li> <li>• Ensuring inclusive justice for groups in vulnerable situations, such as women, people with disability, youth, older persons and ethnic groups (legal aid models, legal education, interviewing vulnerable</li> </ul>

		<p>witnesses, trauma-informed practice, accessibility of services and procedural accommodations)</p> <ul style="list-style-type: none"> <li>• Adherence to international standards and norms on access to justice, including the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules), and the International Principles and Guidelines on Access to Justice for Persons with Disabilities.</li> <li>• Strengthening court administration (transparency, reducing delays, digital court innovations)</li> <li>• Governance and anti-corruption (oversight bodies, transparency in justice, accountability mechanisms)</li> <li>• Measuring success (data collection and disaggregation, justice sector performance indicators)</li> <li>• Future innovations in access to justice (digital transformation, Artificial Intelligence)</li> </ul> <p>The program could also include a court visit and prison visit in, a meeting with the Aboriginal Legal Service NSW/ACT or the Aboriginal and Torres Strait Islander Legal Service (ATSILS), and meetings with the Attorney-General's Department, the Australian Federal Police, the Australian Law Reform Commission and the Administrative Review Tribunal.</p> <p>Participants could also potentially meet virtually with OECD officials responsible for access to justice, as well as experts at the World Justice Project.</p>
4.	<b>Suggested Approach and Methodology</b>	<p>Providers should apply adult learning principles using a problem-based learning approach focused on real-world challenges. The methodology must be experiential and interactive, incorporating case studies, dialogues, and practical exercises to engage participants actively. Emphasize knowledge exchange to foster peer learning and cross-border collaboration, enabling participants to co-develop practical, context-specific solutions.</p>
5.	<b>Target Participants / Agencies</b>	<p>The masterclass will have 25 participants from the Royal Thai Government, which could include representatives from the Ministry of Justice, Office of the Attorney-General, Department of Corrections, government-funded research institutions (such as the Thailand Institute of Justice), court officials, and institutions involved in the investigation of high ranking officials and office holders (such as the Department of Special Investigations, Electoral Commission of Thailand, National Anti-Corruption Commission and Public Sector Anti-Corruption Commission).</p>
6.	<b>Alignment with MAP Thematic Pillars</b>	<p><input checked="" type="checkbox"/> Climate resilience (mainstreamed)</p> <p><input type="checkbox"/> Water security</p> <p><input checked="" type="checkbox"/> Economic resilience and subregional integration</p>

		<input checked="" type="checkbox"/> GEDSI (mainstreamed) <input type="checkbox"/> Preventing and countering transnational crime <p>The Masterclass supports MAP's goals by strengthening Thailand's justice system capacity in ways that promote inclusive economic growth, resilience, and sustainable development. Improved rule of law fosters trust and governance that underpin economic integration and climate adaptation efforts in the Mekong subregion.</p>
7.	<b>Strategic Objectives</b>	<ul style="list-style-type: none"> <li>- Support Thailand's commitment to improved rule of law and justice sector reforms to enhance democratic governance and public trust.</li> <li>- Advance inclusive justice ensuring vulnerable and marginalised groups' access to fair, impartial, and effective justice services.</li> <li>- Foster innovation and best practice adoption in court administration and justice delivery through digital transformation.</li> <li>- Strengthen anti-corruption and transparency mechanisms to reduce corruption and promote accountability in the justice system.</li> <li>- Facilitate cross-government collaboration for integrated, whole-of-government rule of law approaches.</li> </ul>
8.	<b>Development Objectives</b>	<ul style="list-style-type: none"> <li>- Contribute to Thailand's OECD accession process and compliance with international rule of law and justice standards.</li> <li>- Support the achievement of Sustainable Development Goal (SDG) 16.3 on promoting the rule of law and equal access to justice.</li> <li>- Enhance the capacity of Thai justice institutions to implement reforms aligned with national development plans.</li> <li>- Promote regional stability, peace, and inclusive economic growth through strengthened governance and justice systems.</li> <li>- Build lasting networks between Thai and Australian justice sector institutions supporting ongoing knowledge exchange and reform momentum.</li> </ul>
9.	<b>GEDSI Considerations</b>	<p>The Masterclass is designed with a strong GEDSI focus, prioritising inclusive justice for women, people with disability, youth, older persons, and ethnic minorities, who often face barriers to accessing legal services. Content will include case studies addressing vulnerable groups' needs, such as interviewing vulnerable witnesses, procedural accommodations, trauma-informed practice, legal aid models, and non-custodial measures for women offenders (Bangkok Rules). Participant selection will encourage representation from diverse backgrounds, fostering peer learning and promoting equitable justice sector reforms.</p>
10.	<b>Climate Considerations</b>	<p>While primarily focused on justice system strengthening, the Masterclass will integrate climate considerations by exploring how rule of law and governance support effective responses to climate change challenges.</p>

		Topics such as environmental regulatory enforcement, anti-corruption measures that protect natural resources, and innovations in justice delivery will emphasize the role of strong legal frameworks in climate resilience and sustainable development.
11.	<b>Potential Australian Agencies/Institutions to Partner</b>	<p>Potential partners include:</p> <ul style="list-style-type: none"> <li>- Australian Attorney-General's Department</li> <li>- Federal Court of Australia</li> <li>- Family Courts</li> <li>- Director of Public Prosecutions</li> <li>- Australian Federal Police</li> <li>- Australian Law Reform Commission</li> <li>- Administrative Review Tribunal</li> <li>- Corrections Department</li> <li>- ATSILS or other state or territory-based Aboriginal and Torres Strait Islander legal service</li> </ul>



## ANNEX 4

### TRILATERAL MASTERCLASS ON LEADERSHIP FOR RESPONSIBLE PUBLIC ADMINISTRATION – NAVIGATING TRANSFORMATIONS

#### Background/Context

This masterclass is a leadership development program designed to build competencies in risk management and change management amid ongoing government restructuring and institutional reform in the public sectors of Lao PDR and Vietnam. Both countries are pursuing ambitious agendas to modernize their public administration systems to improve efficiency, responsiveness, and equity, aligned with their national development goals and regional integration commitments.

In Lao PDR, key reforms focus on streamlining organizational structures, improving human resource capacity to enhance efficiency and effectiveness of public administration and budget management. These efforts also aim to strengthen coordination between national and local governments, enhance legislative agencies' capacity for oversight and streamline approval process.

Vietnam's public sector transformation builds on the Đổi Mới reforms toward a socialist-oriented market economy. Current efforts focus on reducing government size, advancing e-governance, and strengthening ethical standards to improve transparency. There is a continuing effort to enhance coordination between the national and local governments to effectively implement ministry consolidations and digital initiatives while maintaining service quality and public trust. Key risks facing public sector leadership in both countries include:

- Resistance to change due to entrenched bureaucratic culture and vested interests.
- Insufficient capacity and skills for managing complex organizational and digital transformations.
- Risk of reduced service quality during periods of restructuring and workforce rationalisation.
- Challenges in embedding inclusive leadership practices that support gender equality, disability equity and ethnic minority participation.
- Vulnerabilities related to governance and ethical lapses undermining public trust.
- Managing uncertainties and risks associated with evolving regional integration and international pressures.

This masterclass will equip participants with the skills to identify and manage these risks effectively, lead change ethically, and foster responsive and inclusive public administration.

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1.	<b>Desired Learning Outcomes</b>	<p>The overarching goal of the masterclass is to strengthen leadership capacity for managing change and risk in public administration across Lao PDR and Vietnam. Through this, participants will be empowered to:</p> <ol style="list-style-type: none"> <li>1. Analyse leadership and risk management challenges in public sector contexts and develop practical, context-sensitive solutions.</li> <li>2. Apply leadership theories and emotional intelligence to effectively lead inclusive, adaptive, and sustainable change initiatives.</li> <li>3. Enhance understanding of ethical decision-making processes with attention to promoting gender equality, inclusion and diversity in public administration.</li> <li>4. Learn and apply a framework to assess reform processes, identifying successes and areas for improvement to support ongoing public sector transformation.</li> <li>5. Design and implement a context-specific leadership project that addresses challenges related to government restructuring and reform, fostering innovation and practical impact.</li> <li>6. Explore institutional linkages between Laos, Vietnam and Australia.</li> </ol>
2	<b>Program Components</b>	<p>Pre-course (in person in Laos) (2 days) – 1-2 April 2026</p> <p>Masterclass in-person in Australia (2 weeks) – 11-22 May 2026. This does not include travel dates. Participants must arrive in Australia by 10 May and depart by 23 May.</p> <p>Virtual mentoring (12 week) – June to August 2026</p> <p>Post-course colloquium (in person in Vietnam) (2 days)- 2-3 September 2026</p>
3.	<b>Priority Topics</b>	<p><i>This list of topics and issues will be validated and refined in consultation with Australian Embassy in respective countries and nominated participants. Providers are expected to use a problem-based learning approach to ensure that content is grounded on the participant's contemporary challenges.</i></p> <p>The masterclass will focus on practical topics to equip participants with hands-on skills for leading public sector reforms:</p> <ol style="list-style-type: none"> <li>1. Leadership and management principles and behaviours in the 21st century</li> </ol> <p>Develop a comprehensive understanding of core leadership principles, styles, and practices essential for effective and adaptive public sector leadership today. This includes exploring contemporary leadership and organizational development concepts such as</p>

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	<p>transformational leadership, adaptive leadership, sustainability leadership, strategic organizational design, strategic human resource management and development, people-centred leadership, and the role of organizational culture in driving change.</p> <p>2. Risk identification, mitigation, planning techniques</p> <p>Tools and methods to spot risks early in government restructuring/modernisation projects and develop risk mitigation plans. Climate-related risks may be used as an example.</p> <p>3. Leading change effectively</p> <p>Strategies to clarify roles and ensuring people are in the right roles, engage teams, manage resistance, and drive successful change during institutional reforms.</p> <p>4. Fostering inclusive and ethical leadership</p> <p>Concrete actions to promote gender equality, disability equity and ethnic diversity, and to make ethical decisions that build public trust.</p> <p>5. Developing and implementing a workplace leadership project</p> <p>6. Explore opportunities for Vietnam, Laos and Australia to strengthen institutional links and collaboration</p> <p>Step-by-step guidance to design and carry out a project addressing a real leadership challenge in participants' own organizations.</p>
<p>4. <b>Suggested Approach and Methodology</b></p>	<p>The masterclass will apply adult learning principles, focusing on a problem-based learning approach that addresses participants' real-world leadership and public administration challenges. The methodology will be highly experiential and interactive, utilising case studies, facilitated dialogues, panel discussions, simulations, professional site visits, and practical exercises to actively engage participants.</p> <p>Emphasis will be placed on knowledge exchange to foster dynamic peer learning and cross-border collaboration. Workshops/discussion should include presentations or panel discussions by Australian experts and/or professional counterparts, followed by ample opportunities for questions, and analytical discussion, tailored to participants areas of interest and expertise.</p> <p>This collaborative environment and problem-solving exercises will enable participants to co-create practical, context-specific solutions that can be directly applied within their own agencies and reform processes.</p>
<p>5. <b>Target Participants / Agencies</b></p>	<p>Up to 20 mid to senior-level participants from the following sectors:</p>

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	<ul style="list-style-type: none"> <li>- Government ministries and departments responsible for public administration, reform, and governance, from both local and central/national levels</li> <li>- Party administrative units involved in leadership and management roles</li> <li>- Agencies focused on gender equality, disability, and social inclusion, and climate change within the public sector</li> <li>- Public sector human resource management and capacity building units</li> <li>- Institutions engaged in public sector modernization, e-governance, and digital transformation</li> <li>- Participants should have leadership responsibilities with experience managing teams or units and be committed to applying learning through workplace leadership projects.</li> </ul> <p>Participants will be required to have a level of English proficiency equivalent to IELTS 5.5 or above. Providers may be requested to offer appropriate language support as needed including interpretation in 3 languages.</p>
<p>6. <b>Alignment with MAP Thematic Pillars</b></p>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Climate resilience</li> <li><input type="checkbox"/> Water security</li> <li><input checked="" type="checkbox"/> Economic resilience and subregional integration</li> <li><input checked="" type="checkbox"/> GEDSI <u>mainstreamed</u></li> <li><input type="checkbox"/> Preventing and countering transnational crime</li> </ul> <p>This masterclass supports the Mekong-Australia Partnership’s focus on building human capacity by strengthening leadership skills essential for public sector reform. It prioritizes GEDSI to promote inclusive, equitable and sustainable leadership practices across government institutions in Lao PDR and Vietnam.</p>
<p>7. <b>Strategic Objectives</b></p>	<p>The strategic objectives of the masterclass are to build leadership skills in risk and change management essential for public sector reform, promote inclusive leadership that advances gender equality, disability equity and ethnic diversity, and strengthen participants’ capacity to lead transformational change during government restructuring. The program also aims to foster regional collaboration and peer learning to help participants develop practical problem-solving skills, supporting national and regional reform agendas aligned with sustainable development principles.</p>



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8.	<b>Development Objectives</b>	This masterclass supports national priorities in Lao PDR and Vietnam by strengthening leadership capabilities critical for advancing public sector reform, promoting inclusive governance, and enhancing institutional resilience. It aligns with each country’s national development plans and reform agendas, including the Development Partnership Plans (DPPs) between Australia and Laos and Vietnam. The program emphasizes objectives related to Gender Equality, Disability, and Social Inclusion (GEDSI), capacity building, and effective skills development. By fostering leadership that can drive ethical and responsive public administration, the masterclass contributes to broader goals of sustainable, inclusive growth and regional cooperation.
9.	<b>Subregional Collaboration</b>	The masterclass will incorporate a problem-based learning workshop series designed to address shared leadership and public administration challenges faced by Laos and Vietnam. This collaborative approach will facilitate cross-border learning between government officials and public sector leaders from both countries, focusing on inclusive governance, ethical leadership, and effective change management. Participants will build peer networks that prioritize gender equality, disability inclusion, and ethnic diversity, enabling them to co-develop practical, context-specific leadership solutions to strengthen responsive and equitable public administration in Lao PDR and Vietnam.
10.	<b>GEDSI Considerations</b>	This masterclass prioritises GEDSI by actively encouraging participation from women, persons with disabilities, ethnic minorities, and other marginalised groups within the public sector of Lao PDR and Vietnam. However, we note that there are significant the barriers to diverse participation when targeting mid to senior-level public servants. The program embeds GEDSI principles throughout its content and delivery—starting from the pre-course phase—to ensure that leadership practices consistently promote inclusivity and equity. Case studies, discussions, and leadership projects will emphasize creating enabling environments that remove barriers and foster diverse representation in leadership roles. By embedding GEDSI in all aspects of the masterclass, participants will be equipped to champion inclusive policies and practices in their respective organizations.
11.	<b>Climate Considerations</b>	The masterclass will address climate-related risks facing public administration and the leadership needed to drive necessary changes. Participants will learn how to integrate climate resilience into government reforms and decision-making to ensure sustainable, adaptive, and responsive public services in Lao PDR and Vietnam.

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12.	<b>Target Australian Agencies/Institutions to Partner</b>	<p>Here are some key Australian agencies to consider for collaboration and reference, noting that this list is not exhaustive:</p> <ul style="list-style-type: none"> <li>- Department of Home Affairs</li> <li>- Department of Foreign Affairs and Trade</li> <li>- Office of Impact Assessment</li> <li>- Australian Taxation Office (ATO)</li> <li>- Department of Human Services (now Services Australia)</li> <li>- Workplace Gender Equality Agency</li> <li>- People with Disability Australia</li> <li>- Australian Broadcasting Corporation (ABC)</li> <li>- Australian National Audit Office (ANAO)</li> <li>- State and Territory Audit Offices (e.g., Victorian Auditor-General's Office, New South Wales Audit Office)</li> <li>- Australian Public Service Commission (APSC)</li> <li>- State Public Service Commissions</li> </ul>

**RFT AM 12864**

**Part C**

**Draft Contract**



**TETRA TECH INTERNATIONAL DEVELOPMENT PTY LTD**  
(“TETRA TECH INTERNATIONAL DEVELOPMENT”)

- and –

**< SERVICE PROVIDER NAME >**  
(“SERVICE PROVIDER”)

**GS – XXXXXXXX SERVICES AGREEMENT**

for

**XXXXXX**

[ ]

## SERVICES AGREEMENT

**THIS AGREEMENT** is made <TETRA TECH INTERNATIONAL DEVELOPMENT WILL INSERT DATE>

**BETWEEN: TETRA TECH INTERNATIONAL DEVELOPMENT PTY LTD**

ABN 63 007 889 081 of Tower B Citadel Tower' Level 20, 799 Pacific Highway,  
Chatswood NSW 2067.

("Tetra Tech International Development")

**AND**

< SERVICE PROVIDER NAME >

[ <ABN:> of < address > ]

("Service Provider")

## RECITALS

- A. Tetra Tech International Development carries on the business of a management consultant and international project manager. < PROGRAM NAME > is managed by Tetra Tech International Development on behalf of the Customer.
- B. Tetra Tech International Development engages the Service Provider to provide the Services and the Service Provider agrees to provide the Services on the terms of this Agreement.

**THE PARTIES AGREE** as follows:

## RECITALS

The recitals are true and form an operative part of this Agreement.

## OPERATIVE

Tetra Tech International Development and the Service Provider promise to carry out and complete their respective obligations in accordance with this Agreement, which includes the Agreement Details and the Schedules.

This Agreement is written in plain English as far as possible. Its terms are to be interpreted so as to give efficacy to the Parties' agreement. No rule resolving a doubt as to interpretation against the Party preparing this Agreement will apply. The specific provisions will not limit the interpretation of general provisions.

## 1. DEFINITIONS

- 1.1. **Agreement** means this agreement and all schedules, annexures and other documents as may be incorporated by reference.
- 1.2. **Agreement Details** means the details set out in Schedule 2.
- 1.3. **Alternative Service Provider** is defined in clause 4.9.

- 1.4. **Authority** means any Governmental or semi-Governmental, statutory, municipal or public authority, person, instrumentality, department or body (whether autonomous or not) charged with the administration of a Law and includes any health, licensing or other authority having jurisdiction over the Services.
- 1.5. **Business Day** means any day that is not a Saturday or Sunday or a public holiday in South Australia.
- 1.6. **Tetra Tech International Development** means Tetra Tech International Development Pty Ltd.
- 1.7. **Tetra Tech International Development Group Member** means any entity which Controls or is Controlled by, or is under common Control with, Tetra Tech International Development.
- 1.8. **Tetra Tech International Development's Representative** means the person specified in Schedule 2.
- 1.9. **Commencement Date** means the date specified in Schedule 2.
- 1.10. **Completion Date** means the date specified in Schedule 2.
- 1.11. **Confidential Information** means all information relating to affairs or business of a party including, but not limited to:
- (a) the terms of this Agreement;
  - (b) trade secrets and confidential know-how;
  - (c) information about the business in which Tetra Tech International Development is engaged that is not known to the public and gives Tetra Tech International Development a commercial advantage over competitors who do not know such information;
  - (d) financial, accounting, marketing and technical information and plans, customer and supplier lists, fee rates and price lists, pricing strategies, tender information, know-how, technology, operating procedures and methods of operating, data bases, source codes and methodologies,
  - (e) all copies, notes and records based on or incorporating the information referred to in clause 1.11(a), 1.11(b), 1.11(c) and 1.11(d) but does not include any information that was public knowledge when this Agreement was signed or became so at a later date (other than as a result of a breach of confidentiality by, or involving, the Service Provider),
- of which the Service Provider becomes aware of or generates (both before and after the day this Agreement is signed) in the course of, or in connection with, the Service Provider's engagement with any Tetra Tech International Development Group Member (including confidential information belonging to any third party including the Customer); and
- 1.12. **Contract Material** means all Material created or required to be developed or created as part of, or for the purpose of performing, the Services.
- 1.13. **Control** of a corporation means having the power (directly or indirectly) to control more than 50% of the membership of the board of directors, more than 50% of the voting shares of the corporation, or otherwise direct or cause the direction of the management and policies of the corporation.
- 1.14. **Customer** means the entity or entities as described under Schedule 2.
- 1.15. **DFAT** means the Australian Government's Department of Foreign Affairs and Trade.

- 1.16. **Default Event** means those events listed in clause 18.2.
- 1.17. **Deliverables** means the reports and any data or other material specified in Schedule 1 required to be delivered throughout the supply of the Services.
- 1.18. **Direction** means any agreement, approval, assessment, authorisation, decision, determination, explanation, instruction, order, permission, rejection, request or requirement given or made by Tetra Tech International Development.
- 1.19. **Escalation Representative** means the person/s appointed by Tetra Tech International Development and the Service Provider respectively to act as their representative for the purposes of resolving any dispute in accordance with clause 24(c) including delegates as the context permits, being the persons specified in Schedule 1 as at the date of this Agreement.
- 1.20. **Fraud** means, in relation to the Services, any act of dishonestly obtaining a benefit or causing a loss by deception or other means including: theft; obtaining property, a financial advantage or any other benefit by deception; causing a loss, or avoiding or creating a liability by deception; providing false or misleading information, or failing to provide information where there is an obligation to do so; making, using or possessing forged or falsified documents; bribery, corruption or abuse of position; unlawful use of computers, vehicles, telephones and other property or services; divulging confidential information to outside sources; hacking into, or interfering with computer systems; any offences of a like nature to those listed above; and includes alleged, attempted, suspected or detected fraud.
- 1.21. **GST** means the tax imposed by the GST Law.
- 1.22. **GST Law** has the meaning attributed in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth).
- 1.23. **Head Contract** means the contract between Tetra Tech International Development and DFAT in connection with the Services amongst other things.
- 1.24. **Intellectual Property Rights** means all intellectual property rights, including:
- (a) patents, plant breeders' rights, copyright, rights in circuit layouts, registered designs, trademarks, know-how and any right to have Confidential Information kept confidential; and
  - (b) any application or right to apply for registration of any of the rights referred to in clause 1.24(a), but for the avoidance of doubt excludes Moral Rights and performers' rights.
- 1.25. **Laws** includes all Acts of Parliament of the Commonwealth of Australia and of the State of South Australia and the requirements of all ordinances, regulations, by-laws, orders, and proclamations.
- 1.26. **Legislative Requirements** means the relevant legislation, regulations, rules and codes and other associated documents applicable to the Services in the country where the Services are taking place.
- 1.27. **Material** means any ideas, discoveries, inventions, information, data, compilations, records, designs, works, technology, software, methods, processes, formulas, names, logos or any other thing of any kind in which Intellectual Property Rights or other rights subsist.
- 1.28. **Modern Slavery** includes any conduct which constitutes modern slavery under any Modern Slavery Law, including without limitation slavery, human trafficking, servitude, forced labour and forced marriage.



- 1.29. **Modern Slavery Laws** means the *Modern Slavery Act 2018* (Cth), the *Modern Slavery Act 2018* (NSW), Divisions 270 and 271 of the *Criminal Code 1995* (Cth), the *Human Rights Act 2019* (Qld), and any other binding or non-binding guidelines issued by an entity or person so authorised under Modern Slavery Law, and anti-Modern Slavery laws or regulations in force in Australia or otherwise applicable to Tetra Tech International Development or the Service Provider from time to time with respect to reporting on or addressing the risks of modern slavery, including business operations and supply chains with respect to related purposes.
- 1.30. **Moral Rights** are the rights, where applicable to the Services or Contract Material, conferred by operation of Part IX of the *Copyright Act 1968* (Cth).
- 1.31. **Notice** means written notice and **notify** has a corresponding meaning.
- 1.32. **Partner Country** means the country/countries in which the Services are to be delivered as specified in the Agreement Details in Schedule 2.
- 1.33. **Parties** means the Service Provider and Tetra Tech International Development, and **Party** means any one of them.
- 1.34. **Personnel** means any subcontractors of the Service Providers and the Service Provider's employees, agents and any other person employed or engaged by the Service Provider to perform any part of this Agreement and includes the Service Provider's Representative.
- 1.35. **Pre-Existing Service Provider Material** means any Material made available by the Service Provider for use in the provision of the Services that existed prior to Commencement Date and was developed by the Service Provider independently from this Agreement.
- 1.36. **Prices** means the prices set out in or determined in accordance with Schedule 2.
- 1.37. **Relevant List** means a list of terrorist organisations made under Division 102 of the *Criminal Code Act 1995* (Cth) and the charter of the *United Nations Act 1945* (Cth).
- 1.38. **Representative** means either of the persons nominated as the Service Provider's Representative and Tetra Tech International Development's Representative from time to time including delegates as the context permits. Each Party's Representative as at the Commencement Date is specified in Schedule 2. Either Party may substitute and replace its Representative with reasonable written notice delivered to the other Party.
- 1.39. **Requirement** includes any requirement, notice, order, direction, recommendation, stipulation or similar notification received from or given by any Authority or under any Law, whether in writing or otherwise and regardless of to whom it is addressed or directed.
- 1.40. **Services** means the services specified in item 1 of Schedule 1, which include and are subject to, the special conditions listed in item 2 of Schedule 2 (if any).
- 1.41. **Service Provider** means the Service Provider contracted to perform the Services under this Agreement.
- 1.42. **Service Provider's Representative** means the person identified in Schedule 2.
- 1.43. **Service Provider's Nominated Account** means the bank account specified by the Service Provider for payment identified in Schedule 1.
- 1.44. **Specification** means any specifications for the Services in Schedule 1.
- 1.45. **Tax** means any income (including payroll), land, indirect and other taxes, excise, levies, imposts, deductions, charges, duties, compulsory loans and withholdings, including Withholding Payments, financial institutions duty, debits tax or other taxes and includes any

interest, penalties, charges, fees, fines or other amounts imposed in respect of any of the above, but does not include GST.

- 1.46. **Term** means the term of this Agreement which commences on the Commencement Date and ends on the Completion Date.
- 1.47. **Third Party Material** means any material made available by the Service Provider for the purpose of the Agreement in which a third party holds Intellectual Property Rights.
- 1.48. **Variation** means a change to the Services.
- 1.49. **WHS Legislation** means all applicable Laws and all applicable Requirements (including in the jurisdiction in which the Services are to be performed) regulating matters of occupational health, safety or security.
- 1.50. **Withholding Payment** has the meaning given in Schedule 1 of the *Taxation Administration Act 1953* (Cth).

## 2. INTERPRETATION

- 2.1. In this Agreement (unless the context requires otherwise):
  - (a) the singular includes the plural;
  - (b) the plural includes the singular;
  - (c) a reference to one gender includes every other gender;
  - (d) words referring to individuals include corporations, unincorporated associations, partnerships, trusts and joint ventures;
  - (e) a reference to a Party includes that Party's administrators, successors and permitted assigns;
  - (f) where the day on or by which something is to be done is not a Business Day, that thing may be done on or by the next Business Day;
  - (g) a reference to a clause, subclause, schedule or attachment is a reference to a clause, subclause, schedule or attachment of this Agreement;
  - (h) a reference to a clause number includes its subclauses;
  - (i) the word "or" is not exclusive;
  - (j) other parts of speech and grammatical forms of a word or phrase defined in this Agreement have a corresponding meaning;
  - (k) a reference to any thing (including any right) includes any part of that thing, but performance of part of an obligation does not constitute performance of the entire obligation;
  - (l) a reference to any legislation includes all delegated legislation made under it and any amendments, consolidations, replacements or re-enactments;
  - (m) a reference to a document includes all amendments or supplements to, or replacements or novations of, that document;
  - (n) a promise on the part of 2 or more persons binds them jointly and severally;
  - (o) a reference to an asset includes property of any nature, a business, right, revenue and benefit;

- (p) headings are for convenience only and do not affect the interpretation of this Agreement;
  - (q) a reference to a body, other than a party to this Agreement (including an institute, association or authority), whether statutory or not which ceases to exist or whose powers or functions are transferred to another body, is a reference to the body which replaces it or substantially succeeds to its powers or functions; and
  - (r) specifying anything in this Agreement after the words 'includes', 'including' or 'for example' or similar expressions does not limit what else is included.
- 2.2. This Agreement between the Parties comprises these standard terms and conditions and all the documents comprised in, and incorporated by reference to, the schedules. If any of the documents comprising this Agreement are inconsistent, they take priority in the following order:
- (a) the special conditions (if any) in Schedule 1;
  - (b) these standard terms and conditions (excluding Schedule 2);
  - (c) Schedule 2,

provided that any provision which imposes a greater or higher requirement, standard, level of service or scope on the Service Provider will prevail.

### 3. TERM

- 3.1. This Agreement commences on the Commencement Date and continues for the Term as set out in the Agreement Details in Schedule 2 or until all obligations under this Agreement have been fulfilled, or this Agreement is terminated, whichever is earlier.
- 3.2. The Service Provider must commence provision of the Services on the Commencement Date and complete the provision of the Services by the Completion Date as set out in the Agreement Details in Schedule 2.
- 3.3. The Term of this Agreement may be extended as agreed between the Parties in writing and subject to the Service Provider's performance, availability of funding and Customer approval.
- 3.4. The Service Provider and Tetra Tech International Development acknowledge and agree that, to the extent that any of the Services have been performed by the Service Provider prior to the Commencement Date, the provisions of this Agreement will also apply to those Services.

### 4. SERVICES

#### *Provision of Services*

- 4.1. The Service Provider must provide the Services described in the Schedule 1 in accordance with the terms and conditions of this Agreement.
- 4.2. The Service Provider must either complete the Services by the Completion Date or provide the Services at all agreed times during the Term, as specified in this Services Agreement. Tetra Tech International Development may inspect the performance and outcome of the Services at any time.
- 4.3. Unless this Agreement states otherwise, the Services may be provided by the Service Provider either personally or through the employment/subcontracting of other persons.
- 4.4. In providing the Services the Service Provider must:

- (a) complete the Services in accordance with the description in Schedule 1.
- (b) comply with any reasonable Direction given by or on behalf of Tetra Tech International Development from time to time;
- (c) comply with all policies, procedures and directives of Tetra Tech International Development so far as they are made known to the Service Provider;
- (d) comply with all applicable standards, regulations, and where applicable, the requirements set out in this clause 4.4;
- (e) take all reasonable practical measures to ensure the Service Provider's own safety and the safety of the Service Provider's Personnel;
- (f) provide and use appropriate safety equipment and clothing and require employees of the Service Provider to use that equipment;
- (g) provide all labour, materials, plant, utilities and equipment necessary to perform the Service Provider's obligations under the Agreement;
- (h) on request, provide Tetra Tech International Development with written evidence of the Service Provider having:
  - i. current insurance policies that meet the requirements set out in Schedule 2;
  - ii. worker's compensation insurance or insurance to a similar effect, where the Service Provider engages Personnel to deliver the Services and is authorised by this Agreement or Tetra Tech International Development to do so;
  - iii. required registrations for taxation and such other licences, registration or permits that may be required under the applicable laws of the jurisdiction from where the Service Provider usually conducts its business and where applicable, the jurisdiction where the Services are to be delivered.

***Service Provider non-performance***

- 4.5. If the Services do not meet their purpose or are not in accordance with this Agreement, Tetra Tech International Development may by notice and at its sole discretion:
  - (a) require the Service Provider to remedy a defect in or redo the Services, by a date specified in the notice (or as otherwise agreed by Tetra Tech International Development), at no additional cost to Tetra Tech International Development; or
  - (b) exercise its right under clause 4.9.
- 4.6. The notice given under clause 4.5(a) (the “**Defect Notice**”) must specify the actions required to remedy the defect and time or date by which actions to remedy the defect must be taken.
- 4.7. Without limiting clause 4.8, if a Defect Notice is given and the Service Provider fails to:
  - (a) remedy a defect in performance of the Services; or
  - (b) redo the Services,
 within the time and according to any reasonable requirements specified in the Defect Notice, Tetra Tech International Development may exercise its right under clause 4.9.
- 4.8. If Tetra Tech International Development has reasonable cause to believe that the Service Provider:
  - (a) has been unable, or is reasonably likely to be unable, to:

- i. comply with clauses 4.4(a) – (e) and clauses 4.4(g) – (h); or
    - ii. meet the due date for milestone listed in Item 4 of Schedule 2;
  - (b) cannot meet any essential specifications for the Services advised by Tetra Tech International Development (whether such specifications are set out in Schedule 1 or in a Direction or Variation);
  - (c) has or is unlikely to, comply with the Defect Notice,
- then Tetra Tech International Development may exercise its right under clause 4.9.
- 4.9. If clauses 4.5, 4.7 or 4.8 apply, Tetra Tech International Development may, at its sole discretion, engage an alternative service provider (“**Alternative Service Provider**”) to perform such aspects of the Services as it determines necessary to ensure the Services are completed on time and/or in accordance with this Agreement.
- 4.10. Where Tetra Tech International Development engages one or more Alternative Service Provider/s under clause 4.9:
- (a) Tetra Tech International Development must issue a notice advising the Service Provider that it will be exercising its right under clause 4.9 (“**Notice of Material Non-Compliance**”). The reasons for issuing the Notice of Material Non-Compliance and details of work the Alternative Service Provider is engaged to perform must be provided in the Notice of Material Non-Compliance;
  - (b) reimbursable cost and expenses, which includes all fees, costs and expenses charged by the Alternative Service Provider to carry out the work detailed in the Notice of Material Non-Compliance (together, “**Alternative Service Provider’s Costs**”) must be borne by the Service Provider; and
  - (c) the Alternative Service Provider’s Costs and any other reimbursable costs and expenses, will be recoverable by Tetra Tech International Development as a debt due and payable, or in accordance with clause 18.3.
- 4.11. Any act, omission or conduct by Tetra Tech International Development pursuant to clause 4.9, does not and will not be deemed to:
- (a) prejudice Tetra Tech International Development’s right of termination under clauses 18 or 19; or
  - (b) constitute a waiver or an election by Tetra Tech International Development to terminate this Agreement.

### ***Suspension of Services***

- 4.12. Tetra Tech International Development may Direct the Service Provider to suspend any of the Services for such time as Tetra Tech International Development thinks fit, in which case the Service Provider must comply with that Direction.
- 4.13. Tetra Tech International Development may at any time give the Service Provider a written notice to resume performing any suspended Services, in which case the Service Provider must do so as soon as practicable after the date of the notice.
- 4.14. Any cost incurred by the Service Provider by reason of a suspension under clause 4.12 must be borne by the Service Provider unless the suspension is needed due to an act or omission by Tetra Tech International Development, its employees, consultants or agents, or is solely for Tetra Tech International Development’s convenience, in which case Tetra Tech International Development must pay the Service Provider any extra costs reasonably and necessarily

incurred by the Service Provider as a result of the suspension, as reasonably determined by Tetra Tech International Development.

- 4.15. Tetra Tech International Development will not be liable for, or in connection with, (and the Service Provider may not make) any loss, claim or demand in connection with any suspension except under clause 4.14.

### **Customer Funding**

- 4.16. The Service Provider acknowledges that if there is a policy or funding decision which impacts upon Australia's overseas development assistance budget and associated programs, without limiting any other rights or remedies available to Tetra Tech International Development under this Agreement or the Customer under the Head Contract, the Customer may reduce funding available to Tetra Tech International Development under the Head Contract which relates in whole or in part to the Services under this Agreement and in that event Tetra Tech International Development may reduce the whole or part of the Prices for the Services under this Agreement as determined by Tetra Tech International Development (acting reasonably) after discussions with the Service Provider as contemplated in clause 4.17.
- 4.17. Upon Tetra Tech International Development receiving notice from the Customer of policy or funding decisions as contemplated by clause 4.16, Tetra Tech International Development will notify the Service Provider and the Service Provider will discuss with Tetra Tech International Development, in good faith, a reduction of the Prices under this Agreement having regard to the reduction of the Customer's funding to Tetra Tech International Development.

## **5. VARIATIONS**

- 5.1. Tetra Tech International Development may at any time direct the Service Provider to perform a Variation. All such Directions must be in writing and specify that they direct a Variation.
- 5.2. The Service Provider must not carry out a Variation unless directed to do so by Tetra Tech International Development in writing.
- 5.3. Where the Service Provider proposes a Variation for its own convenience, it must provide all information reasonably required by Tetra Tech International Development. The Service Provider acknowledges that Tetra Tech International Development may approve or reject the proposed Variation at its sole discretion and is not required to have regard to the interests of the Service Provider when making its decision.
- 5.4. If the Service Provider considers any Direction requires a Variation but the Direction is not in writing or does not specify that it directs a Variation, the Service Provider must promptly notify Tetra Tech International Development in writing setting out why the Service Provider considers the Direction requires a Variation. In that case the Service Provider must not comply with the Direction unless the Service Provider receives a written:
- (a) Direction specifying a Variation; or
  - (b) Notice that Tetra Tech International Development disagrees, stating its reasons.
- 5.5. If a notice is issued under clause 5.4(b), the Service Provider must comply with the Direction but may, within 20 Business Days, dispute Tetra Tech International Development's notice under clause 5.4(b) by giving notice under clause 24.
- 5.6. The Service Provider acknowledges that Tetra Tech International Development is not liable for or in connection with (and the Service Provider may not make) any claim relating to any Variation except where such Variation is pursuant to a Direction in accordance with clause 5.1.

- 5.7. The Prices may be adjusted for each Variation. Unless the amount of the adjustment is agreed, the adjustment may be calculated by Tetra Tech International Development on the basis of applicable rates or fees in this Agreement or, if none, then reasonable rates or fees.
- 5.8. The Service Provider is not obliged to perform a Variation that is outside the general Scope of the Services contained in Schedule 1.
- 5.9. The Service Provider agrees that no Variation will invalidate this Agreement.

## **6. DELIVERABLES**

- 6.1. If the Service Provider is to provide Deliverables then the details of the Deliverables (if any) set out in Schedule 1, including the delivery dates and the form and content requirements, must be complied with by the Service Provider.
- 6.2. Title in the Deliverables will vest in Tetra Tech International Development on their delivery to Tetra Tech International Development.

## **7. SERVICE PROVIDER'S WARRANTIES**

- 7.1. The Service Provider warrants and represents that the Services will:
- (a) be provided in full, with due care and skill;
  - (b) be provided to a professional standard and in a timely manner;
  - (c) be provided in the most cost-effective manner and using suitable materials;
  - (d) be complete and in accordance with the description in this Agreement;
  - (e) be performed by the Service Provider and/or its Personnel; and
  - (f) be performed to the Specification (if any).
- 7.2. The Service Provider warrants and represents that it has made its own assessment of all information made available to the Service Provider in respect of the Services and sought all appropriate professional advice.
- 7.3. The Service Provider acknowledges and agrees that Tetra Tech International Development is relying on the representations and warranties made by the Service Provider in connection with this Agreement (including the warranties and representations set out in this clause 7).

## **8. SERVICE PROVIDER'S RELATIONSHIP AND CONDUCT**

- 8.1. The Service Provider must:
- (a) conduct itself in a manner that does not invite, directly or indirectly, Tetra Tech International Development's officers, employees or agents to behave unethically, to prefer private interests over Tetra Tech International Development's interests or to otherwise contravene the Tetra Tech International Development Code of Conduct and Client Service Standards as stated in Schedule 4 or any Code of Ethics for the Australian Government, and,
  - (b) ensure that its Personnel observe and comply with the provisions of this Agreement.
- 8.2. Nothing in this Agreement (including this clause 8) constitutes a relationship of employer and employee, principal and agent, or partnership between Tetra Tech International Development and the Service Provider.

- 8.3. The Service Provider acknowledges that this Agreement (including this clause 8) does not give the Service Provider or the Service Provider's employees authority to bind Tetra Tech International Development.
- 8.4. The Service Provider must not and must ensure that the Service Provider's employees do not, directly or indirectly assume or create or attempt to assume or create any obligation on behalf of or in the name of Tetra Tech International Development.

## **9. SERVICE PROVIDER'S REPRESENTATIONS**

- 9.1. The Service Provider warrants and represents that prior to entering this Agreement it has made such enquiries and examined such information as it considers necessary to satisfy itself:
- (a) as to the nature, scope extent and degree of difficulty of the services to be performed by it pursuant to this Agreement; and
  - (b) as to the availability of suitably qualified and experienced personnel, and all other facilities and information which it is required to provide for the purpose of supplying the Services.
- 9.2. The Service Provider warrants and represents that, at the date of signing this Agreement, no conflict of interest exists, or is likely to arise in the performance of its obligations under this Agreement.
- 9.3. The Service Provider must use its best endeavours to ensure that no conflict of interest arises in relation to the performance of any aspect of this Agreement.

## **10. NO MINIMUM PURCHASE**

Tetra Tech International Development is under no obligation to purchase a minimum quantity of Services from the Service Provider during the Term.

## **11. NON-EXCLUSIVITY**

- 11.1. This Agreement is entered into on a non-exclusive basis.
- 11.2. Tetra Tech International Development may purchase other services similar to the Services in this Agreement from other providers.

## **12. PRICE**

- 12.1. In consideration for the supply of the Services, Tetra Tech International Development will pay the Prices.
- 12.2. The Prices (exclusive of GST) include all taxes, duties or government charges imposed or levied in Australia or overseas in connection with this Agreement, other than GST.
- 12.3. The Prices (inclusive of GST) include all costs of compliance with the Service Provider's obligations under this Agreement. No other costs or expenses are payable by Tetra Tech International Development.

## **13. TERMS OF PAYMENT**

- 13.1. The Service Provider must submit to Tetra Tech International Development correctly rendered invoices.



- 13.2. An invoice will be correctly rendered if:
- (a) it complies with the requirements of this Agreement;
  - (b) the Service Provider's Nominated Account (or the account nominated pursuant clause 13.4) is correctly set out; and
  - (c) if appropriate and required by Tetra Tech International Development, it is accompanied by documentation substantiating the amount claimed.
- 13.3. Unless this Agreement states otherwise, Tetra Tech International Development will pay for the Services within 30 days after:
- (a) completion of the Services or a relevant milestone as set out in Schedule 2; and
  - (b) receipt of a correctly rendered invoice for the Services,
- whichever occurs later.
- 13.4. If the Service Provider wishes to nominate a bank account for payment that is not the Nominated Account set out Schedule 2 of this Agreement, the Service Provider must provide information to enable Tetra Tech International Development to verify the bank account. Tetra Tech International Development will only make payment where it has verified the bank account information.
- 13.5. A payment by Tetra Tech International Development to the Service Provider is not an admission of liability.
- 13.6. If Tetra Tech International Development makes a payment and subsequently learns that performance specifications have not been met or that, on review, the amount paid is greater than the amount payable under this Agreement, the payment is deemed an overpayment and recoverable from the Service Provider.
- 13.7. Any overpayment may be:
- (a) offset against any amount subsequently due to the Service Provider;
  - (b) offset against any claims by the Service Provider of underpayment at a later date; or
  - (c) recovered in Court as a debt due and payable to Tetra Tech International Development;
- 13.8. Without limiting Tetra Tech International Development's rights or remedies under this Agreement or at law, if Tetra Tech International Development elects, in accordance with the Agreement, to recover an amount from the Service Provider or the Service Provider otherwise owes any debt to Tetra Tech International Development in relation to the Agreement, Tetra Tech International Development may:
- (d) deduct the amount from payment of any claim; or
  - (e) give the Service Provider notice of the existence of a debt recoverable which is to be paid by the Service Provider within 30 days after receipt of notice.

## **14. INTELLECTUAL PROPERTY RIGHTS**

- 14.1. This clause 14 does not affect the ownership of the Intellectual Property Rights in any Pre-Existing Service Provider Material or Third-Party Material.

- 14.2. The Service Provider must obtain all necessary copyright and other Intellectual Property Rights permissions before making any Pre-Existing Service Provider Material or Third-Party Material available as part of the Services.
- 14.3. All Intellectual Property Rights in the Contract Material vest in Tetra Tech International Development on creation.
- 14.4. To the extent that:
- (a) Tetra Tech International Development needs to use any of the Pre-Existing Service Provider Material or Third-Party Material to receive the full benefit of the Services, the Service Provider grants to, or must obtain for Tetra Tech International Development, a perpetual, world-wide, royalty free, non-exclusive licence that includes the right to sublicense, use, reproduce, adapt, modify and communicate that Pre-Existing Service Provider Material or Third-Party Material;
  - (b) the Service Provider needs to use any of the Contract Material, Tetra Tech International Development grants to the Service Provider, subject to any conditions or restrictions specified by Tetra Tech International Development, a world-wide, royalty-free, non-exclusive, non-transferable licence that includes the right to sublicense, use, reproduce, adapt, modify, distribute and communicate such Contract Material solely for the purpose of providing the Services.
- 14.5. The licence granted to Tetra Tech International Development under Clause 14.4(a) does not include a right to exploit the Pre-Existing Service Provider Material or Third-Party Material for commercial purposes.
- 14.6. The licence granted to the Service Provider under Clause 14.4(b) does not include a right to exploit the Contract Material for commercial purposes.
- 14.7. If the Contract Material involves works that may be subject to copyright, the Service Provider must obtain consents from all Personnel engaged to create or author such Contract Material, to any acts or omissions by Tetra Tech International Development, the Customer or their respective employees, servants, agents or licensees that breach or infringe the relevant Personnel's Moral Rights. The Service Provider must ensure that such consents are obtained genuinely and be given without duress of any kind.
- 14.8. The Service Provider indemnifies Tetra Tech International Development, its officers, employees and agents against all loss, damage or expense arising in respect of any action or claim for alleged infringement of any patent, copyright, registered design, trade mark or any other Intellectual Property Rights, by reason of Tetra Tech International Development receipt or enjoyment of the Services.

## 15. INDEMNITY

- 15.1. The Service Provider indemnifies, and undertakes to keep indemnified, Tetra Tech International Development and Tetra Tech International Development's officers, employees, agents and contractors, from and against any costs, losses, damages, expenses (including legal expenses), liabilities or other outgoings of whatever kind suffered or incurred by Tetra Tech International Development or Tetra Tech International Development's officers, employees, agents and contractors arising out of or in connection with:
- (a) any negligence, wrongful act or omission, wilful default, wilful neglect, Fraud or breach of duty by the Service Provider or any of its Personnel;
  - (b) any breach of a warranty given by the Service Provider under this Agreement;

- (c) any Default Event or breach by the Service Provider of any of the provisions of this Agreement;
  - (d) loss of, or damage to, any real or personal property owned, leased, licensed or controlled by Tetra Tech International Development, or any real or personal property of any third party, arising out of or in connection with the performance of the Services or any activity for which the Service Provider is directly or indirectly responsible;
  - (e) personal injury (which includes illness) or death of any person arising out of or in connection with the performance of the Services or any activity for which the Service Provider is directly or indirectly responsible; and
  - (f) an infringement of or upon Tetra Tech International Development's Intellectual Property Rights, or Intellectual Property Rights in the Contact Material that vest with the Customer at the time of creating such material.
- 15.2. The Service Provider's liability to indemnify Tetra Tech International Development under this clause 15 will be reduced proportionately to the extent that Tetra Tech International Development's negligent acts or omissions contributed to the relevant loss or liability indemnified.
- 15.3. In no event will either Party's liability include any amount for indirect loss, loss of bargain, loss of revenues or profits, damage to goodwill, or other consequential losses incurred due to a breach, unless such loss is reasonably contemplated by this Agreement. Nothing in this clause 15.3 will preclude the recovery by the affected Party of loss or damage which may fairly and reasonably be considered to arise naturally, that is according to the usual course of things, from the breach or other act or omission giving rise to the relevant liability.
- 15.4. Nothing in clause 15.3 operates to exclude or limit any liability incurred by the Parties as a result of or in connection with:
- (a) a loss or liability, which at law cannot be limited or excluded; or
  - (b) liability to a third party which is the subject of an indemnity.
- 15.5. This clause will survive termination of this Agreement.

## 16. INSURANCE

- 16.1 The Service Provider must (and must ensure that any of its subcontractors) effect and maintain the insurance policies set out in Schedule 2 (**Insurance Policies**) for the term of this Agreement, and if a required insurance is written on a claims made basis, the Service Provider must maintain such insurances without interruption until the earlier of:
- (a) 3 years after completion of the Services under this Agreement; or
  - (b) 3 years following earlier termination of this Agreement.
- 16.2 With the exception of statutory insurances, the insurance required under this clause 16, shall be effected with an insurer with a financial security rating of "A-" or better by Standard & Poors (or the equivalent rating with another recognised rating agency), or a reputable insurer approved by Tetra Tech International Development, acting reasonably.
- 16.3 If the Service Provider fails to effect and maintain the insurances in accordance with this clause 16, Tetra Tech International Development may (in addition to any other rights Tetra Tech International Development may have) at its sole discretion:

- (a) effect and maintain those insurances and Tetra Tech International Development may elect to recover the amounts paid for such insurances from the Service Provider under clause 13.8; or
  - (b) provide a notice of termination for default in accordance with clause 18; or
  - (c) at the Service Provider's sole cost, delay the commencement of the Services, suspend the performance of the Services, deny access to any relevant site and/or refuse any payment in respect of the Services, until such time as the Service Provider has fully complied with this clause 16.
- 16.4 Before the date of execution of this Agreement, and within 14 days of request by Tetra Tech International Development, the Service Provider must give to Tetra Tech International Development certificates of insurance or such other proof of the currency and terms of the insurances required under this clause 16 that Tetra Tech International Development reasonably requires.

## 17 FORCE MAJEURE

- 17.1 **"Force Majeure Event"** is limited to the following specific events or circumstances: earthquake, landslide, fire, explosion, war, invasion, act of foreign enemies, hostilities, civil war, rebellion, revolution, insurrection, military or usurped power, martial law or confiscation by order of any government or authority, ionising radiations or contamination by radioactivity from any nuclear fuel or from any nuclear waste from the combustion of nuclear fuel, riot, civil disturbance, blockade or acts of terrorism, pandemic or epidemic which prevents a Party (**"the Affected Party"**) from complying with any of its obligations under this Agreement and which that the Affected Party:
- (a) did not cause or contribute to (by breach of this Agreement or otherwise);
  - (b) cannot reasonably control or influence; and
  - (c) where the Affected Party is the Service Provider, cannot be prevented or avoided or overcome, through prudent management processes, policies and precautions, including the use of alternative resources, the procuring of services from another source and work around plans.
- 17.2 If either party is prevented from performing any obligations under this Agreement by a Force Majeure Event, then provided that the Affected Party has complied with clause 17.3, such obligations will be suspended, and the Affected Party will have no liability to the other party for failure to perform them, to the extent their performance is prevented by the Force Majeure Event.
- 17.3 The Affected Party must:
- (a) notify the other Party immediately if a Force Majeure Event is preventing it, or is likely to prevent it, from complying with any of its obligations as soon as it becomes aware of the Force Majeure Event and provide full details of the Force Majeure Event including:
    - (1) the obligations affected;
    - (2) the nature, extent and likely duration of the effect on those obligations; and
    - (3) the actions taken or proposed to be taken by the Affected Party to remedy, abate, mitigate or minimise the effects of the Force Majeure Event;

- (b) use all reasonable diligence and means to remedy, abate, mitigate or minimise the effect of the Force Majeure Event;
  - (c) notify the other party in writing when resumption of performance can occur; and
  - (d) promptly resume performance (and give notice of such resumption) as soon as reasonably possible.
- 17.4 The Affected Party must bear its own costs incurred in connection with a Force Majeure Event and the other Party is not liable for (and the Affected Party may not make) any claim or demand relating to a Force Majeure Event.

## 18 TERMINATION

- 18.1 At any time after a Default Event occurs Tetra Tech International Development may terminate this Agreement with immediate effect by giving notice in writing to the Service Provider.
- 18.2 A Default Event will be taken to have occurred if any of the following events occurs:
- (a) the Service Provider fails to start providing the Services on the Commencement Date;
  - (b) the Service Provider fails to proceed at a rate likely to achieve completion of the Services by the Completion Date;
  - (c) the Service Provider fails to complete the Services by the Completion Date;
  - (d) the Service Provider ceases to provide the Services at any time during the Term (if any) specified in this Agreement;
  - (e) the Service Provider fails to:
    - i. effect and maintain insurance as required by clause 16; or
    - ii. provide Tetra Tech International Development with proof of appropriate insurance upon request by Tetra Tech International Development as required by clause 16;
  - (f) the Service Provider breaches any other provision of this Agreement (including these Conditions) and fails to remedy the breach within 30 days after receiving written notice requiring that to be done;
  - (g) any step is taken to enter into any arrangement between the Service Provider and the Service Provider's creditors;
  - (h) the Service Provider ceases to be able to pay the Service Provider's debts as they become due;
  - (i) the Service Provider ceases to carry on business; or
  - (j) any step is taken to appoint a receiver, a receiver and manager, a trustee in bankruptcy, a liquidator, a provisional liquidator or other like person of the whole or any part of the Service Provider's assets or business.
- 18.3 Where, before termination of this Agreement under this clause 18, Tetra Tech International Development has made payment to the Service Provider in advance of performance and completion of the Services but:
- (a) some or all of the Services were not performed or completed; or
  - (b) clause 4.9 applies,

the Service Provider must on or before termination repay that amount to Tetra Tech International Development. If not so re-paid, the amount is recoverable by Tetra Tech International Development from the Service Provider as a debt.

- 18.4 If this Agreement is terminated under this clause 18:
- (a) the Parties are relieved from future performance without prejudice to any right of action that has accrued at the date of termination;
  - (b) rights to recover damages are not affected; and
  - (c) the Service Provider indemnifies Tetra Tech International Development in respect of any additional cost Tetra Tech International Development may incur in purchasing similar services from alternative suppliers.

## **19 TERMINATION FOR CONVENIENCE**

- 19.1 The Service Provider acknowledges that, if there is a policy or funding decision which impacts upon Australia's overseas development assistance budget and associated programs, the Customer has an unfettered discretion to, by notice to Tetra Tech International Development, terminate or reduce the scope of the Head Contract.
- 19.2 Without limiting Tetra Tech International Development's rights under this Agreement, at law or in equity, Tetra Tech International Development's rights under this clause 19.2 include the discretion to terminate immediately on notice or reduce the scope of this Agreement if the Customer determines that the continuation of this Agreement, or the continuation of a program or initiative for the purposes of which this Agreement was entered into, does not support the achievement of value for money by the Customer.
- 19.3 The Parties acknowledge and agree that such a determination by the Customer may be made in the absence of a breach of this Agreement by the Service Provider and due to circumstances beyond the Service Provider's and Tetra Tech International Development's control.
- 19.4 If Tetra Tech International Development terminates this Agreement under this clause 19, Tetra Tech International Development will only be liable to the Service Provider for the following loss or damage incurred as a direct consequence of termination of this Agreement to the extent that they can be reasonably substantiated and are unable to be avoided or mitigated:
- (a) fees and any Reimbursable Costs, as payable under item 1 of Schedule 2 (Agreement Details) for Services provided before the effective date of termination (on a pro-rata basis, if applicable); and
  - (b) excluding all other loss or damage, including the cost of redundancies, the costs of terminating any subcontracts, loss of profits and all other forms of expectation loss.
- 19.5 Tetra Tech International Development is not obliged to make any further payments to the Service Provider (whether under this Agreement, at law or in equity) if Tetra Tech International Development exercises its rights in clause 19.2 except as expressly provided under this clause 19.

## **20 CONFIDENTIALITY AND DISCLOSURE**

- 20.1 The Parties agree that all information obtained in connection with or incidental to the Services, including Confidential Information, is confidential as between the Parties.

- 20.2 Subject to clauses 20.5 and 20.5 and any mandatory disclosure obligations imposed by the law, neither Party will disclose any Confidential Information relating to this Agreement or the Services, without the prior written consent of the other Party.
- 20.3 The obligation in clause 20.2 will not be breached where:
- (a) relevant information is publicly available (other than through of a confidentiality or non-disclosure obligation;
  - (b) a Party is required by law or a stock exchange to disclosure relevant information, provided that any such request is reported in writing to the other Party without delay and the text of the disclosure provided in writing as soon as practicable; or
  - (c) disclosure is required for legal proceedings,
- provided that where the disclosure of Confidential Information is permitted under this clause, the disclosing Party must use all reasonable endeavours to ensure that persons receiving the Confidential Information do not further disclose the information.
- 20.4 If a Party is required to disclose Confidential Information by law or for legal proceedings, the disclosing Party must provide reasonable notice to the other Party.
- 20.5 The Service Provider acknowledges and agrees that:
- (a) Tetra Tech International Development may disclose the terms of this agreement to the Customer, if requested to do so by the Customer;
  - (b) the Customer may be required by law to disclose the Service Provider's name and details of the services it is being engaged to perform.

## 20A ACCESS TO DOCUMENTS AND INFORMATION

- 20A.1 The parties acknowledge and agree that this Agreement is a Commonwealth Contract within the meaning of the *Freedom of Information Act 1982* (Cth) and:
- (a) if the Customer or Tetra Tech International Development have received a request for access to a document relating to performance of this Agreement that is in the possession of Tetra Tech International Development or the Service Provider, the Customer may be written notice require that access to such document/s be given.
  - (b) if so requested, the Service Provider must produce or provide access to any such document/s promptly, at no additional cost.
- 20A.2 If complying with the notice will require the Service Provider to incur significant additional costs, the Service Provider may request that the additional costs be reimbursed. Tetra Tech International Development may, at its discretion, approve that such costs be reimbursed where:
- (a) the Customer has approved that the additional costs be reimbursed; or
  - (b) Tetra Tech International Development considers it reasonable and appropriate that such costs be reimbursed.
- 20A.3 For the avoidance of doubt, if reimbursement is approved under this clause, the Customer or Tetra Tech International Development will determine the costs that are to be reimbursed which may be less than the amount sought by the Service Provider.

## 21 GOVERNING LAW AND JURISDICTION

This Agreement and any transactions contemplated under this Agreement are governed by and are to be construed in accordance with the laws of South Australia. Each Party to this Agreement unconditionally submits to the exclusive jurisdiction of the courts of South Australia.

## 22 PRIVACY

22.1 The Service Provider is a “Contracted Service Provider” within the meaning of the *Privacy Act 1988* (Cth) and, to the extent that it deals with personal information in the provision of Services, agrees to:

- (a) comply with the Australian Privacy Principles as they apply to Tetra Tech International Development, including:
  - (i) to use or disclose personal information only for the purposes of this Agreement;
  - (ii) take necessary steps to ensure adequate security measures are in place to protect personal information from misuse, interference and loss and from unauthorised access, modification or disclosure;
  - (iii) comply with the requirements of Australian Privacy Principle 8 regarding the disclosure of personal information to an overseas recipient;
- (b) not do any act, or engage in any practice that would, if done in or engaged in by Tetra Tech International Development, breach the Australian Privacy Principles;
- (c) comply with any reasonable request or direction of Tetra Tech International Development or the Privacy Commissioner in relation to access to, or handling of, personal information;
- (d) immediately notify Tetra Tech International Development if it becomes aware of a breach or possible breach of any obligations referred to in this Clause, or the initiation of any action by the Privacy Commissioner relevant to this Agreement; and
- (e) investigate any complaint arising out of a breach or possible breach of any obligations referred to in this clause and notify Tetra Tech International Development of that investigation and outcome.

22.2 The Service Provider agrees to indemnify Tetra Tech International Development in respect of any loss, liability or expense suffered or incurred by Tetra Tech International Development which arises directly from a breach by the Service Provider of any obligations referred to in this clause.

## 23 TAXES

23.1 Unless otherwise indicated, the amount payable under this Agreement for each supply of Services under this Agreement is the value of that supply plus any GST imposed under the GST Act. Payment by Tetra Tech International Development to the Service Provider of the GST is subject to the Service Provider providing Tetra Tech International Development with a valid Tax Invoice issued in accordance with the relevant provisions of the GST Act and regulations.

23.2 The total amount of GST payable by the Service Provider and for which the Service Provider seeks payment from Tetra Tech International Development in respect of the supply must be shown as a separate item on the Service Provider’s Tax Invoice.



- 23.3 If the GST payable for any taxable supply under this Agreement varies from the additional amount payable under clause 23.1 as a result of an adjustment event, any additional GST must be paid by the recipient, or any credit of GST must be refunded by the supplier, upon receipt of an adjustment note from the supplier.
- 23.4 Where the recipient is required to reimburse or indemnify the supplier under this Agreement, the supplier shall take into account any input tax credit to which it is entitled before increasing the amount of the reimbursement or indemnity on account of GST under this clause.
- 23.5 The Service Provider must pay all Taxes in connection with this Agreement (not including GST) and indemnifies and holds harmless Tetra Tech International Development against any such Taxes.
- 23.6 If Tetra Tech International Development is required to make a Withholding Payment from any amount payable to the Service Provider, the Tetra Tech International Development will pay the Service Provider the balance of the amount payable after deduction of the Withholding Payment.

## 24 DISPUTE RESOLUTION

- 24.1 If a dispute arises under this Agreement, prior to commencing any arbitration or court proceedings (other than for interlocutory relief or where an authority of the Commonwealth, a State or Territory is investigating a breach or suspected breach of the law by the Service Provider, or Tetra Tech International Development is exercising a right to terminate) the Parties must act in good faith and use their reasonable endeavours to resolve the dispute as follows:
- (a) the Party claiming that there is a dispute must give the other a written notice in accordance with clause 25 setting out the nature of the dispute;
  - (b) within 10 Business Days following notice, attempt to resolve the dispute through direct negotiation between the Service Provider Representative and Tetra Tech International Development Representative;
  - (c) if still unresolved, refer the dispute to each Party's Escalation Representatives, who must in good faith work to resolve the dispute within a further 10 Business Days or any other agreed period;
  - (d) if still unresolved, the Parties have 30 Business Days from the receipt of the notice to reach a resolution or to agree that the dispute is to be submitted to mediation or conciliation rather than litigation or arbitration; and
  - (e) if the dispute is not resolved in that time or there is no agreement to, or submission of the dispute to mediation or conciliation within a further 30 Business Days, then either Party may commence legal proceedings.
- 24.2 The Escalation Representative may delegate all or some of his or her powers in relation to resolving the dispute and, notwithstanding anything in this clause 24, the Escalation Representative of either Party may be substituted and replaced with reasonable written notice delivered to the other Party.
- 24.3 Notwithstanding any existing dispute between the Parties, or that legal proceedings are pending or current, and subject to clause 13, each Party and its Personnel must continue to comply with their obligations under this Agreement.

## 25 NOTICES

- 25.1 A notice given under this Agreement:
- (a) must be in writing, signed by the Representative, or other authorised officer, marked for the attention of the person set out in Schedule 2, and sent to that person's relevant address, by prepaid ordinary post (airmail if posted to or from a place outside Australia), or by email to the person's email address; and
  - (b) will be taken to be received on the date it is delivered (if hand-delivered to the Party), in the case of a pre-paid letter sent by ordinary mail, on the third Business Day after posting (or seventh if posted to or from a place outside of Australia), or in the case of email, when it is delivered to a system from which the addressee can retrieve it.

## 26 COUNTER-TERRORISM

- 26.1 The Service Provider must ensure that funds provided under this Agreement (whether through a subcontract or not) do not provide direct or indirect support or resources to:
- (a) organisations and/or individuals associated with terrorism, or
  - (b) organisations and individuals for whom Australia has imposed sanctions under:
    - (i) the Charter of the *United Nations Act 1945* (Cth) and regulations made under that Act;
    - (ii) the *Autonomous Sanctions Act 2011* (Cth) and regulations made under that Act; or
    - (iii) the World Bank List or a Relevant List.

## 27 MODERN SLAVERY

- 27.1 The Service Provider warrants and agrees that:
- (a) it has not engaged, and will not engage, in any Modern Slavery practices;
  - (b) it complies with and will continue to comply with Modern Slavery Laws;
  - (c) it has investigated the risk of Modern Slavery within its operations, and those of its supply chain;
  - (d) it assesses and addresses risks regarding Modern Slavery, including implementing appropriate due diligence and, where required, remediation programs;
  - (e) it will, as soon as possible, notify Tetra Tech International Development in writing of any confirmed instances of Modern Slavery arising directly or indirectly in relation to this Agreement or the Project and the actions undertaken by it to remedy the issue;
  - (f) it has all the necessary processes, procedures, investigations and compliance systems in place to undertake the actions in clauses 27.1(a) to (e).
- 27.2 The Service Provider must comply (and ensure that its subcontractors comply) with any requests made by Tetra Tech International Development to provide any assistance, information, documents or interview any person as required by the Tetra Tech International Development to enable Tetra Tech International Development to discharge any obligations arising under the Modern Slavery Laws.
- 27.3 The Service Provider indemnifies Tetra Tech International Development against all actions, claims, demands and proceedings against Tetra Tech International Development, and all losses, damages, costs, expenses and other liabilities suffered or incurred by Tetra Tech

International Development, arising from any failure by the Service Provider to comply with its obligations under this clause 27.

## 28 PREVENTING SEXUAL EXPLOITATION, ABUSE AND HARASSMENT

28.1 The Service Provider must either:

- (a) develop and implement a written policy and procedure that sets out how the Service Provider will work to prevent sexual exploitation, abuse and harassment ("**PSEAH**") policy that includes the requirements set out in clause 28.2,
- (b) comply with and take all necessary steps to ensure it remains complaint and acts in accordance with the principles, minimum standards and reporting requirements that are set out in the DFAT PSEAH Policy, accessible at <http://www.dfat.gov.au/pseah>.

to the extent relevant to the services the Service Provider is engaged to perform.

28.2 If 28.1(a) applies, the PSEAH Policy must:

- (c) set out procedures for reporting and investigating allegations of sexual exploitation, abuse and harassment ("**SEAH**"), managing risks of SEAH and communicating the expectations of the PSEAH Policy to all of the Service Provider's Personnel; and
- (d) include the principles, minimum standards and reporting requirements that are materially the same as those set out in the DFAT PSEAH Policy, accessible at <http://www.dfat.gov.au/pseah>.

28.3 If the Service Provider is authorised to engage third party Personnel to perform the Services, the Service Provider will ensure that relevant agreements with such Personnel impose an obligation to comply and act in accordance with the DFAT PSEAH Policy or where applicable, the Service Provider's PSEAH Policy, to the extent relevant to any services or other services the Subcontractor is engaged to perform.

## 29 CHILD PROTECTION

29.1 The Service Provider must develop and implement arrangements for effective safeguarding of children ("**Child Protection Framework**") that includes all relevant requirements set out in clause 29.2, to the extent relevant to the services the Service Provider is engaged to perform.

29.2 The Child Protection Framework must include systems, procedures and operational controls that provide for:

- (a) effective leadership to enable the safeguarding of children;
- (b) provisions within employment contracts and agreements with subcontractor Personnel that prevent (or empower the Service Provider to prevent) a person from working with children if they present an unacceptable risk to children;
- (c) appropriate disciplinary action to dismiss, suspend or transfer to other duties, any employee who breaches relevant requirements of the Child Protection Framework;
- (d) recruitment screening processes for all Personnel that will, or are reasonably likely to, have contact with children when performing their role, with such screening processes including:
  - i. criminal record checks before engagement or where such checks are not available or unreliable, a legal declaration made by the relevant individual confirming that there are no convictions or charges pending for offences relevant

to the safety of children, including violent or sexual offending against a child;  
serious or aggravated animal cruelty; recording images of or filming a child;  
intentional harmful conduct including poisoning and arson; and

- ii. verbal referee checks,
  - (e) implement measures to prevent inappropriate, use of images and personal information of children from promotion, fundraising or education and which ensure the privacy and safeguarding of children.
- 29.3 The Service Provider will ensure that its agreements with all subcontractor Personnel impose an obligation on any subcontractor Personnel to comply with relevant requirements of the Service Provider's Child Protection Framework, to the extent relevant to any Services they are engaged to perform.

## **30 FRAUD**

- 30.1 The Service Provider must not, and must ensure that its Personnel do not, engage in any Fraud and must prevent and detect Fraud, including Fraud by its Personnel.
- 30.2 The Service Provider must ensure that its Personnel are responsible and accountable to the Service Provider for preventing and reporting any Fraud as part of their routine responsibilities.
- 30.3 If the Service Provider becomes aware of a Fraud (or a suspected Fraud), it must report the matter to Tetra Tech International Development in writing as soon as reasonably possible and in any event, within five (5) Business Days of becoming aware of such event. The written report to Tetra Tech International Development must be signed by a Service Provider authorised person and must include the following (where known):
- (a) name of any Personnel (including any subcontractors) involved;
  - (b) the allegation(s), including a chronological account of the facts giving rise to the allegation(s);
  - (c) the names of the suspected offender(s) (where known);
  - (d) details of witnesses;
  - (e) copies of relevant documents;
  - (f) references to any relevant legislation;
  - (g) a nominated contact officer;
  - (h) any other relevant information (e.g., political sensitivities, any other Party or agency that has been informed, involved or that can assist with investigations); and
  - (i) the current status of any inquiries commenced by the Service Provider.
- 30.4 Tetra Tech International Development reserves the right to appoint its own investigator, conduct its own investigation and/or report suspected Fraud to the appropriate law enforcement agencies or any other person or entity Tetra Tech International Development deems appropriate in Australia or in the Partner Country for investigation. If Tetra Tech International Development exercises its rights under this clause 30.4, the Service Provider must provide all reasonable assistance that may be required at its own expense.

### **31 ANTI – CORRUPTION**

- 30.1 The Service Provider warrants that neither it nor its Personnel will make or cause to be made, receive or seek to receive any offer, gift or payment, or benefit of any kind, which could be construed as an illegal or corrupt act, either directly or indirectly to any Party, in relation to the execution of this Agreement.
- 30.2 Any breach of this clause 31 will entitle Tetra Tech International Development to issue a notice under clause 18 to terminate this Agreement immediately.

### **32 WORK HEALTH AND SAFETY**

In carrying out the Services the Service Provider must:

- (a) comply, and ensure that any subcontractor, subconsultant comply, with all WHS Legislation, codes of practice, standards and policies and other requirements of this Agreement in respect of work health and safety;
- (b) ensure so far as is reasonably practicable, the health and safety of workers engaged, or caused to be engaged by the Service Provider, and workers whose activities in carrying out work are influenced or directed by the Service Provider, while the workers are at work;
- (c) ensure so far as is reasonably practicable, that the health and safety of other persons is not put at risk;
- (d) comply with its duty under the WHS Legislation to consult with workers who carry out work for the Service Provider (or are likely to be) directly affected by a work health and safety matter;
- (e) comply with its duty under the WHS Legislation to consult, cooperate and coordinate activities with all other persons who have a work health and safety duty in relation to the same matter; and
- (f) allow Tetra Tech International Development or its agents to review, inspect, audit or otherwise observe the Service Provider's health and safety systems, work practices and procedures related to the Services at any time, at the Service Provider's cost, without Tetra Tech International Development incurring any liability or responsibility for such matters.

### **33 PUBLICITY**

The Service Provider may not make media or other announcements or releases relating to this Agreement without Tetra Tech International Development's prior written approval except to the extent that the announcement or release is required to be made by law.

### **34 NOVATION, ASSIGNMENT AND SUBCONTRACTING**

- 34.1 Under the Head Contract between the Customer and Tetra Tech International Development, the Customer has the right of substitution to further novate this Agreement to another managing contractor. The Service Provider, by entering into this Agreement for the provision of the Services, acknowledges that this Agreement can be novated and it does not create any contractual relationship between the Customer and the Service Provider.
- 34.2 The Service Provider is permitted to subcontract any part of the Services but remains responsible for delivery of the Services.

- 34.3 Where the Service Provider subcontracts any part of the Services, the work undertaken by the Service Provider's Personnel must be performed to the same standards as stated in this Agreement.
- 34.4 The Service Provider will not, as a result of any subcontracting arrangement, be relieved from the performance of any obligation under this Agreement and will be liable for all acts and omissions of any subcontracted Personnel as though they were the actions of the Service Provider itself.
- 34.5 The Service Provider acknowledges and agrees that, unless the context in which the right of obligation is stated in this Contract requires otherwise, nothing in this Contract is intended to confer any enforceable rights or benefits on any person (other than the Customer or Tetra Tech International Development) accessing Services provided under this Contract,

## 35 PERFORMANCE ASSESSMENT AND VALUE FOR MONEY

- 35.1 In this clause 35:
- (a) **"VfM"** means "value for money" as defined in the Commonwealth Procurement Rules available online at:
    - <https://www.finance.gov.au/government/procurement/commonwealth-procurement-rules>
  - (b) **"VfM Principles"** means "value for money principles", being the principles to guide decision making and which are subject to assessment by the Customer, the details of which are that are set out online at:
- 35.2 The Service Provider acknowledges and agrees that the Customer may issue a Service Provider performance assessment in relation to this Agreement.
- 35.3 The Service Provider agrees that the Customer or Tetra Tech International Development may issue:
- (a) a Service Provider performance assessment; or
  - (b) Service Provider key personnel performance assessments, in relation to the Agreement; or
  - (c) request for a documents or information demonstrating compliance with VfM Principles applicable to the Services.
- 35.4 The Service Provider will sign and return the Service Provider performance assessment together with any response within 15 days of receipt and will ensure that the Service Provider personnel performance assessments together with any response any personnel wishes to include are signed and returned within 15 days of receipt.
- 35.5 The Service Provider will produce the documents and/or information set out in the request issued under clause 35.3(c) within 15 days of receipt.

## 36 COMPLIANCE WITH CUSTOMER AND TETRA TECH INTERNATIONAL DEVELOPMENT POLICIES AND PROCEDURES

- 36.1 The Service Provider and its Personnel must have regard to and comply with, relevant and applicable laws, guidelines, regulations and policies, including those in Australia and in the Partner Country.

- 36.2 The Service Provider must ensure that it and its Personnel comply with DFAT and Commonwealth Government policies and guidelines applicable to the Services, including the policies, procedures and guidelines listed in Schedule 4.

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## **37 NOTIFICATION TO TETRA TECH INTERNATIONAL DEVELOPMENT**

- 37.1 The Service Provider must immediately notify Tetra Tech International Development if the Service Provider, including its Personnel is:
- (a) subject to a change in Control of its legal entity;
  - (b) on the DFAT Consolidated List, the Criminal Code Act List, the World Bank List or a Relevant List;
  - (c) subject to any proceedings or informal process that could lead to listing on the DFAT Consolidated List, the Criminal Code Act List, the World Bank List or a Relevant List;
  - (d) temporarily suspended from tendering for World Bank contracts by the World Bank, pending the outcome of a sanctions process;
  - (e) temporarily suspended from tendering by a donor of development funding; and/or
  - (f) the subject of an investigation (whether formal or informal) by the World Bank or another donor of development funding.
- 37.2 The Service Provider must inform Tetra Tech International Development immediately if the Service Provider becomes aware of any issue that may affect its performance of, or compliance, with this Agreement.

**EXECUTED** as an Agreement

**SIGNED for and on behalf of Tetra Tech International Development Pty Ltd by:**

**Name (print)**

**Name of witness (Print)**

**Signature**

**Signature**

**Date:**

**Date:**

**SIGNED for and on behalf of < Service Provider > as the**

**Authorised signatory name (print)**

**Name of witness (Print)**

**Signature**

**Signature**

**Date:**

**Date:**



# SCHEDULE 1

## SCOPE OF SERVICES

### 1. SCOPE OF SERVICES

- < Enter text here >

### 2. SPECIAL CONDITIONS

## SCHEDULE 2

### AGREEMENT DETAILS

SERVICE PROVIDER:	
PROJECT:	
COMMENCEMENT DATE:	
COMPLETION DATE:	
LOCATION:	
PARTNER COUNTRY:	
CUSTOMER:	
HEAD CONTRACT:	Title:
	Date of execution:

- **PRICES**

The total amount payable for the Services will not exceed the sum of up to: [AUD XXXXX] excluding GST (AUD: XXXXX inclusive of GST). Tetra Tech International Development is not liable for any costs or expenditure incurred by the Service Provider in excess of this amount, unless previously approved by Tetra Tech International Development via a contract Variation Directed by Tetra Tech International Development.

- **MILESTONE PAYMENTS**

Tetra Tech International Development will pay the Service Provider the Prices for the Services in instalments known as milestone payments as described in this schedule ("**Milestone Payments**").

Where a Milestone Payment is to follow acceptance of a report, Tetra Tech International Development is not obliged to make full payment until all of the outputs to be achieved by the Service Provider in the period covered by the report have been achieved to its satisfaction.

The Milestone Payments will be payable to the Service Provider progressively, on Tetra Tech International Development's acceptance of the satisfactory completion of identified outputs and a correctly rendered invoice.

Milestone Payments will be paid within 30 days of acceptance by Tetra Tech International Development of the milestones being completed to its satisfaction as summarised below:

- **MILESTONES:**

Milestone Number	Description of Milestone	Milestone Payment Amount AUD (Ex- GST)	Due Date	Means of Verification/ Acceptance
1	Mobilisation & Submission of Detailed Training Plan			Written acceptance by nominated Tetra Tech International Development Representative
2	Training Delivery			Written acceptance by nominated Tetra Tech International Development Representative
3	Completion Report & Final Acquittal			Written acceptance by nominated Tetra Tech International Development Representative

- **CLAIMS FOR PAYMENT**

The Service Provider claims for payment must be submitted when due pursuant to this schedule in a form identifiable with the Services.

All claims for payment must include a certification by a duly authorised representative:

- i. that the invoice has been correctly calculated;
- ii. that the services included in it have been performed in accordance with this Agreement.

All claims for payment must be made to:

< XXXXX >

Senior Project Manager

Tetra Tech International Development Pty Ltd

422 King William Street, Adelaide SA 5000

Email: < [xxx@tetrattech.com](mailto:xxx@tetrattech.com) >

Tetra Tech International Development need not pay an amount that is disputed in good faith by Tetra Tech International Development until the dispute is resolved.

Subject to the provisions of the Agreement, on receipt of a correctly rendered invoice, Tetra Tech will pay the invoiced amount to the Service Provider's Nominated Account as detailed below:

**Bank:**

**Address:**

**Account Name:**

**BSB:**

**Account Number:**

**SWIFT Code:**

• **INSURANCE REQUIREMENTS**

- a. Public Liability insurance with a limit of at least AUD XX million, for each and every occurrence and in the aggregate for all occurrences in any 12 month policy period, which covers the Service Provider and the Service Provider's Personnel for their respective liabilities caused by, arising out of, or in connection with the negligent performance of any obligation or the exercise of any right under the Agreement, including any personal injury to, illness or death or any person arising from the performance of the Services or any obligation or the exercise of any right under the Agreement.
  -
- b. Motor Vehicle third party property damage insurance.
  -
- c. Lawful and adequate Workers' workers' Compensation insurance or registrations as required by law:
  - i. fully insures the Service Provider for any amount it becomes liable to pay under any statute relating to workers' or accident compensation or for employer's liability at common law;
  - ii. is effected in the Partner Country as well as every state or territory in Australia where its Personnel employees normally reside or in which their contract of employment was made; and
  - iii. where possible at law, extends to indemnify Tetra Tech International Development as principle for Tetra Tech International Development's liability to persons engaged by the Service Provider;
- d. Adequate property insurance covering any material created under this Agreement, supplies and the reinstatement of data while in the care, custody or control of the Service Provider for its full replacement value;
- e. Adequate Professional Indemnity insurance to cover the Service Provider's obligations under this Agreement. The Service Provider must maintain the necessary insurance for the term of this Agreement and until the expiration of 7 years after the end of the Term;
- f. Adequate medical and dental insurance for its Personnel who are engaged outside their country of permanent residence; and
- g. Adequate insurance for medical evacuation and evacuation resulting from an insured event for all its Personnel.

## REPRESENTATIVES

<b>Tetra Tech International Development's Representative</b>	<b>Service Provider's Representative</b>
Name:	Name:
Position:	Position:
Telephone:	Telephone:
Email:	Email:

## ESCALATION REPRESENTATIVES – in the event of a dispute

<b>Tetra Tech International Development's Escalation Representative</b>	<b>Service Provider's Escalation Representative</b>
Name:	Name:
Position:	Position:
Telephone:	Telephone:
Email:	Email:

# SCHEDULE 3

## SERVICE PROVIDER'S PROPOSAL

Insert Service Provider's proposal here

## SCHEDULE 4

### CUSTOMER & TETRA TECH INTERNATIONAL DEVELOPMENT POLICIES & PROCEDURES

1. The Service Provider and its Personnel must have regard to and comply with, relevant and applicable laws, guidelines, regulations and policies, including those in Australia and in the Partner Country.
2. The Service Provider must ensure that it and its Personnel comply with DFAT and Commonwealth Government policies and guidelines applicable to the Services, including where relevant:
  - (a) *Right to Freedom From Slavery and Forced Labour*, accessible on the Attorney-General's Department website at: <https://www.ag.gov.au/rights-and-protections/human-rights-and-anti-discrimination/human-rights-scrutiny/public-sector-guidance-sheets/right-freedom-slavery-and-forced-labour>
  - (b) *Counterterrorism Policy and Development Approaches to Countering Violent Extremism: Policy Framework and Guidance Note*, accessible online on the DFAT website at: <https://www.dfat.gov.au/aid/topics/development-issues/Pages/development-approaches-to-countering-violent-extremism>
  - (c) *Child Protection Policy* and in particular, the child protection compliance standards at Attachment 1 of DFAT's *Child Protection Policy*, accessible on the DFAT website at <https://www.dfat.gov.au/about-us/publications/pages/child-protection-policy>;
  - (d) *Preventing Sexual Exploitation, Abuse and Harassment Policy*, accessible on the DFAT website at: <https://www.dfat.gov.au/international-relations/themes/preventing-sexual-exploitation-abuse-and-harassment>
  - (e) *Disability Inclusive Development Guidance Note*, accessible on the DFAT website at: [Disability Inclusive Development Guidance Note \(dfat.gov.au\)](https://www.dfat.gov.au/about-us/publications/Pages/accessibility-design-guide-universal-design-principles-for-australia-s-aid-program), and the Accessibility Design Guide: Universal Design Principles for Australia's Aid Program, accessible on the DFAT website at: <https://www.dfat.gov.au/about-us/publications/Pages/accessibility-design-guide-universal-design-principles-for-australia-s-aid-program>. Note that this requires where applicable, the involvement of people with disabilities, increasing inclusion related to a range of disabilities, and ensuring universal accommodation and accessible information.
  - (f) *Foreign Bribery Guidelines*, accessible online on the Attorney General's website at: <https://www.ag.gov.au/crime/foreign-bribery>
  - (g) *Fraud Control Policy and Fraud Control Toolkit for Funding Recipients*, accessible on the DFAT website at: <https://www.dfat.gov.au/about-us/publications/Pages/fraud-control-toolkit-for-funding-recipients>
  - (h) *Promoting Opportunities For All – Gender Equality and Women's Empowerment*, accessible on the DFAT website at <http://www.dfat.gov.au/about-us/publications/Pages/promoting-opportunities-for-all-gender-equality-and-women-s-empowerment.aspx>;
  - (i) *Family Planning and the Aid Program: Guiding Principles*, accessible on the DFAT website at: <http://dfat.gov.au/about-us/publications/Pages/family-planning-and-the-aid-program-guiding-principles.aspx>;
  - (j) *Environmental and Social Safeguards Policy*, accessible on the DFAT website at: <https://www.dfat.gov.au/aid/topics/aid-risk-management/Pages/environmental-and-social-safeguards>, and the environmental management and protection actions in the *Environment Management Guide for Australia's Aid Program (2012)* accessible online at: [https://acfid.asn.au/sites/site.acfid/files/resource\\_document/Environment-management-guide-2012-summary-AusAid.pdf](https://acfid.asn.au/sites/site.acfid/files/resource_document/Environment-management-guide-2012-summary-AusAid.pdf)
  - (k) *DFAT's Environmental Management System outlined in the DFAT Environment Protection Policy (2014)* accessible on the DFAT website at: [www.dfat.gov.au](http://www.dfat.gov.au). Note that this requires, where relevant to the Services:
    - A. assessing and managing all actual or potential environmental impacts, both direct and indirect, to avoid or mitigate negative impacts and promote positive impacts;

B. reporting regularly on any such impacts as required or directed by Tetra Tech International Development or DFAT; and

C. comply with all relevant environmental laws and regulations of the jurisdiction of the Principal Place of Services.

(l) *Commonwealth Procurement Rules* and Guidelines which require supplier practices to be efficient, effective, economic and ethical, accessible on the Department of Finance website at:

<https://www.finance.gov.au/government/procurement/commonwealth-procurement-rules>.

3. The Service Provider must abide by any policies and procedures that Tetra Tech International Development requires, as varied from time to time.

☐ **The Service Provider confirms that it has read and understood the above Customer Policies and that the requirements of the Customer Policies must be complied with, where relevant to the Services.**

**SIGNED for and on behalf of < Service Provider > by:**

**Authorised signatory name (print)**

**Name**

**Position:**

**Date:**



# SCHEDULE 5

## Tetra Tech International Development

### Code of Conduct and Client Service Standards

#### Purpose

The purpose of a Code of Conduct and Client Service Standards is to provide a framework for decisions and actions in relation to our employees' conduct both in employment and as Tetra Tech International Development representatives in front of our clients. It underpins our commitment to a duty of care to all Employees, stakeholders and clients receiving our services. The document explains the principles covering appropriate conduct in a variety of contexts and outlines the minimum standard of behaviour and client service expected from Employees.

It is important for Tetra Tech International Development staff and team members to understand that its clients are contracting and paying Tetra Tech International Development to be a professional, responsive, and proficient contractor. In this context, Tetra Tech International Development staff and team members are not to approach clients for solutions or additional inputs for every problem, rather they should be able to identify and quickly address and solve problems in activity management.

#### Scope

This policy applies to all Employees of Tetra Tech International Development and all of its subsidiaries and related entities.

This policy applies in respect of conduct which relates to or is connected with, in any way, work with a Tetra Tech International Development company, or in connection with a Tetra Tech International Development Group Company provided benefit. This includes, but is not limited to, Employees who are:

- On Company premises
- While on duty in any place where Employees of any Tetra Tech International Development company are working
- Representing a Tetra Tech International Development company
- At a work function organised by a Tetra Tech International Development company
- Travelling for business related purposes.

#### Definitions

"Company Premises" means any place or thing used by any Tetra Tech International Development company in the course of conducting its business (whether or not owned by or within the exclusive control of a Tetra Tech International Development company) including, but not limited to:

- (a) vehicles
- (b) offices
- (c) car parks
- (d) client worksites
- (e) demountables
- (f) workshops
- (g) warehouses
- (h) kitchens.

"Employees" means Employees as well as other non-Employees (such as independent and sub-contractors) who perform work for a Tetra Tech International Development Group Company.

## Responsibilities

### ***Managers and Supervisors***

Managers and supervisors are responsible and accountable for:

- Undertaking their duties and behaving in a manner that is consistent with the provisions of the Code of Conduct and Client Service Standards
- The effective implementation, promotion and support of the Code of Conduct and Client Service Standards in their areas of responsibility
- Ensuring Employees under their control understand and follow the provisions outlined in the Code of Conduct and Client Service Standards.

### ***Employees***

All Employees are responsible for:

- Undertaking their duties in a manner that is consistent with the provisions of the Code of Conduct and Client Service Standards
- Reporting suspected corrupt conduct
- Reporting any departure from the Code of Conduct and Client Service Standards by themselves or others.

## Code of Conduct

Tetra Tech International Development is a complex organisation, which involves a diversity of relationships. These relationships may be defined by differences in power, status, cultural diversity, organisational structures, contracting relationships, differing country laws, labour laws, international relationships and or national governments. It is essential in such a community that all Employees recognise and respect not only their own rights and responsibilities but also the rights and responsibilities of other members of the community and those of Tetra Tech International Development.

Tetra Tech International Development also recognises that many of their professional employees are also bound by codes of conduct or ethics defined by learned or professional societies or groups. It is recognised that these codes are not always in harmony. It is an obligation of an Employee to weigh the importance of these codes in each particular set of circumstances and notify an appropriate officer of Tetra Tech International Development where such conflict may arise.

### ***Personal and Professional Behaviour***

You should not behave in a way which has the intent or effect of offending or embarrassing other Employees or the public in a manner contrary to legislative requirements.

When carrying out your duties, you will:

- Obey any lawful direction from a person who has the authority to give the direction. If you have a dispute about carrying out a direction you may appeal to your senior manager.
- Behave honestly and with integrity. You will avoid behaviour that could suggest that you are not following these principles. This will include a duty to report other Employees who are behaving dishonestly.
- Make sure that you carry out your work efficiently, economically and effectively as you are able and that the standard of your work reflects favourably on yourself and the company.
- Follow the policies of the company in all aspects of work to achieve outcomes that are socially responsible and sustainable.
- Treat Employees, clients and stakeholders with respect.
- Maintain individuals' rights to privacy and undertake to keep personal information in confidence.
- Do not use, possess or distribute pornographic or offensive materials.
- Comply with all national and international laws.
- When representing the Company in public forums:
  - Employees at all levels represent the Company in the course of their employment including when travelling on Company business, attending functions on behalf of the Company or internal Company meetings, conferences, training programs, seminars or any other function.

- Your behaviour in all these circumstances reflects on the Company and its image. As such, you should act in an appropriate business-like manner that will in no way harm the image of the Company or infringe any other Company policy including the Discrimination Free Workplace Policy.
- Where any Company function or meeting is held that involves the availability of alcohol, steps should be taken to ensure that it is not abused. You should be aware that being work-related, behaviour in those situations can be subject to disciplinary procedures.

### ***Conflict of Interest***

Potential for conflict of interest arises when it is likely that you could be influenced, or it could be perceived that you are influenced by a personal interest when carrying out your duties. Conflicts of interest that lead to biased decision making may constitute corrupt conduct.

Some situations that may give rise to a conflict of interest include situations where you have:

- Financial interests in a matter the company deals with or you are aware that your friends or relatives have a financial interest in the matter
- Directorships/Management of outside organisations
- Membership of Boards of outside organisations
- Personal relationships with the people the company is dealing with which go beyond the level of a professional working relationship
- Secondary employment, business, commercial, or other activities outside of the workplace which impacts on clients and/or Employees of the company
- Involvement in party political activities
- Access to information that can be used for personal gain.

You may often be the only person aware of potential for conflict. Therefore, it is your responsibility to avoid any financial or other interest that could compromise your ability to perform your duties impartially. It is also your responsibility to report any potential or actual conflicts of interest to your manager.

If you are uncertain whether a conflict exists, you should discuss that matter with your manager and attempt to resolve any conflicts that may exist.

You must not submit or accept any bribe, or other improper inducement. Any advances of this nature are to be reported to senior management. If you are dealing with, or having access to, sensitive information, you should be particularly alert to inappropriate attempts to influence you.

### ***Outside employment/other external business activities***

If you work full time for the company and you wish to engage in paid employment/other business activities (including participation in family company) outside your official duties, you are required to seek the approval of your manager and Human Resources. The approval should not be unreasonably withheld. However, if there is any real or potential conflict of interest the duties of your position with the company must come first.

If you work for the company on a part time or casual basis, you are required to advise your manager and Human Resources of any real or potential conflict of interest between your employment for the company and any other employment.

The company can request the details of any other employment in the event of allegations of conflict of interest.

### ***Public Comment***

Individuals have a right to give their opinions on political and social issues in their private capacity as members of the community.

Employees must not make official comment on matters relating to the company unless they are:

- Authorised to do so by the Managing Director and CEO
- Giving evidence in court
- Otherwise authorised or required to by law.

Employees cannot release the contents of unpublished or privileged knowledge unless they have the authority to do so.

## ***Use of Company Resources***

Employees must ensure responsible management and security in the use of Tetra Tech International Development resources and any resources managed by them for or on behalf of others.

Requests to use company resources outside core business time should be referred to management (or person authorised to handle such matters), for approval.

If Employees are authorised to use company resources outside core business times, they must take responsibility for maintaining, replacing, and safeguarding the property and following any special directions or conditions which apply. Company resources can include equipment, typing facilities, photocopiers, computers, tools, motor vehicles etc.

Employees using company resources **without** obtaining prior approval could face disciplinary and/or criminal action. Company resources are not to be used for any private commercial purposes (e.g. for 'profit' purposes) under any circumstances.

## ***Security of Information***

Employees are to make sure that confidential and sensitive information in any form (e.g. documents, computers files) cannot be accessed by unauthorised persons. Sensitive material should be securely stored overnight or when unattended.

Employees must ensure that confidential information is only discussed with people who are authorised to have access to it. It is considered a serious area of misconduct to deliberately release confidential documents or information to unauthorised persons and may incur disciplinary action.

## ***Intellectual Property / Copyright***

The term 'intellectual property' includes the rights relating to scientific discoveries, industrial designs, trademarks, service marks, commercial names and designations, and inventions.

Tetra Tech International Development is the owner of intellectual property created by Employees in the course of employment unless a specific prior agreement has been made. Employees must clarify the intellectual property position before making any use of that property.

## ***Discrimination, Harassment and Workplace Bullying***

Employees must not harass, discriminate against, or support others who harass and discriminate against colleagues or members of the public on the grounds of sex, pregnancy, marital status, age, race (including their colour, nationality, descent, ethnic or religious background), physical or intellectual impairment, homosexuality, or transgender. Employees also must not participate in any form of workplace bullying or support others who do so.

Any employee who uses any of Tetra Tech International Development's resources to perpetrate harassment or domestic violence (e.g. use of work phones, use of cars, use of workspaces etc.) will be subjected to disciplinary processes, which may include termination of their employment.

Managers must make sure that the workplace is free from all forms of harassment, unlawful discrimination, and workplace bullying. They should understand and apply the principles of Equal Employment Opportunity and ensure that the Employee they supervise are informed of these principles and are made aware of the Grievance Handling procedures.

In addition, Tetra Tech International Development does not condone any form of domestic violence and is committed to ensuring the Employees are provided with information, training, and support on how to effectively address domestic violence.

## ***Sexual exploitation and abuse***

Employees are obliged to create and maintain an environment which prevents sexual exploitation, abuse, and harassment.

To protect all stakeholders in all situations, Employees while on duty and off duty, must never:

- Sexually exploit or sexually abuse any individual
- Engage in any sexual activity with a child or children regardless of the age of majority or age of consent locally. Mistaken belief in the age of a child is not a defence.

- Act in ways that may place a child at risk of abuse, including not giving due consideration to assessing and reducing potential risks to children as a result of implementing activities. Behaviours and actions that are prohibited include, but are not limited to, using inappropriate language or behaviour when dealing with a child or children, bullying, and harassing a child verbally or physically, physical punishment, exposing a child to pornography including on-line grooming and trafficking. Whenever possible avoid being alone with a child.
- Consume, purchase, sell, possess, and distribute any forms of child pornography.
- Exchange money, employment, goods, or services for sex, including sexual favours or other forms of humiliating, degrading or exploitative behaviour. This includes the buying of or profiting from sexual services as well as exchange of assistance that is due to right holders for sexual favours.
- Exploit the vulnerability of any target group in the context of development, humanitarian, and advocacy work, especially women and children, or allow any person/s to be put into compromising situations. Never abuse a position to withhold development or humanitarian assistance or give preferential treatment; in order to solicit sexual favours, gifts, payments of any kind, or advantage.
- Engage in sexual relationships with members of crisis-affected populations given their increased vulnerability and since such relationships are based on inherently unequal power dynamics and undermine the credibility and integrity of aid work.

### ***Child Protection***

For the purposes of this Code of Conduct and Client Service Standards, a child is any person under the age of 18 years.

The onus is on all Employees to use common sense and avoid actions or behaviours that could be construed as child exploitation and abuse when working for Tetra Tech International Development.

When carrying out your duties, you will:

- Treat children with respect regardless of race, colour, gender, language, religion, political or other opinion, national, ethnic or social origin, property, disability, birth or other status
- Not use language or behaviour towards children that is inappropriate, harassing, abusive, sexually provocative, demeaning or culturally inappropriate
- Not engage children under the age of 18 in any form of sexual intercourse or sexual activity, including paying for sexual services or acts
- Wherever possible, ensure that another adult is present when working in the proximity of children
- Not invite unaccompanied children into your home, unless they are at immediate risk of injury or in physical danger
- Not sleep close to unsupervised children unless absolutely necessary, in which case you will obtain your supervisor's permission, and ensure that another adult is present if possible
- Use any computers, mobile phones, video cameras, cameras, or social media appropriately, and never to exploit or harass children or to access child exploitation material through any medium
- Not use physical punishment on children
- Not hire children for domestic or other labour, which is inappropriate given their age or developmental stage, which interferes with their time available for education and recreational activities, or which places them at significant risk of injury
- Comply with all relevant Australian and local legislation, including labour laws in relation to child labour
- Immediately report concerns or allegations of child exploitation and abuse and policy non-compliance in accordance with appropriate procedures
- Immediately disclose all charges, convictions, and other outcomes of an offence, which occurred before or occurs during your association with Tetra Tech International Development that relate to child exploitation and abuse.

### ***When photographing or filming a child or using children's images for work related purposes, you will:***

- Assess and endeavour to comply with local traditions or restrictions for reproducing personal images before photographing or filming a child
- Obtain informed consent from the child and parent or guardian of the child before photographing or filming a child and in doing so, you must explain how the photograph or film will be used

- Ensure photographs, films, videos, and DVDs present children in a dignified and respectful manner and not in a vulnerable or submissive manner. Children should be adequately clothed and not in poses that could be seen as sexually suggestive
- Ensure images are honest representations of the context and the facts
- Ensure file labels, meta data or text descriptions do not reveal identifying information about a child when sending images electronically or publishing images in any form.

Breaches of this child protection Code of Conduct and Client Service Standards may result in disciplinary and/or criminal action.

### ***Corrupt Conduct***

Corrupt conduct commonly involves the dishonest or partial use of power or position that results in one person/group being advantaged over another. Corruption can take many forms including, but not limited to:

- Official misconduct
- Bribery and blackmail
- Unauthorised use of confidential information
- Fraud
- Theft.

Any form of corrupt conduct will not be tolerated by the company. Action up to and including termination of this agreement will be taken in the event of any Employee participating in corrupt conduct. Conduct that constitutes a criminal offence will be referred to the appropriate authority.

### ***Occupational Health & Safety***

It is the responsibility of all Employees to act in accordance with the occupational health and safety legislation, regulations and policies and their respective organisations and use security and safety equipment provided.

Specifically, all Employees are responsible for safety in their work area by:

- Following the safety and security directives of management
- Advising management of areas where there is a potential problem in safety and reporting suspicious occurrences
- Minimising risks in the workplace.

### ***Conduct of Current / Former Employees***

Employees should not misuse their position to obtain opportunities for future employment.

Employees should not allow themselves or their work to be influenced by plans for, or offers of employment outside of Tetra Tech International Development. If they do there is a conflict of interest and their integrity and that of Tetra Tech International Development is at risk.

Former Employees should not use or take advantage of confidential information obtained in the course of their official duties that may lead to gain or profit, until it has become publicly available.

## **Client Service Standards**

All Tetra Tech International Development staff and team members are committed to the following Client Service Standards:

- Implement activities professionally, with a focus on quality, developmental impact and long-term sustainability and with proper regard to cross-cutting development policies, such as gender and the environment, and the whole-of-government approach to development.
- Maintain productive relationships with their counterpart Government and activity stakeholders. This includes a genuine focus on transferring skills to counterparts and promoting counterparts' longer term 'ownership' throughout the delivery of the activity.
- Focus on achieving results and outcomes in a manner that is always accountable and demonstrates probity, procedural fairness, and value for money.
- Take responsibility for progress of activities, consulting actively with the client and their counterpart on

important problems and issues.

- Use experience and judgement to identify substantive problems in advance and then approach the client (and where appropriate the counterpart) with well-considered, well costed, options and recommendations.
- Demonstrate value adding, innovation, analytical rigour and quality assurance in project or activity management. This includes ensuring quality, clarity and accuracy of reporting, invoicing, and financial management.
- Promote high standards of personal conduct/behaviour, teamwork, and respect at all times. Lapses in these areas undermine relationships with counterparts, undermine activity effectiveness and reflect poorly on the client.
- Never make decisions that are the proper preserve of foreign governments and/or the funding agency, which alter the substance of the activity or create 'surprises' for the client or the counterpart.

## Breaches of the Code of Conduct and Client Service Standards

Employees should note that breaches of certain sections of this Code of Conduct and Client Service Standards may be punishable under laws and legislation.

Breaches of this Code of Conduct and Client Service Standards may lead to termination of this agreement or other action.

**The Service Provider acknowledges that it has read and understood the above Code of Conduct and Client Service Standards.**

**The Service Provider will ensure that it and its Personnel (where applicable) comply with the Code of Conduct and Client Service Standards requirements, as applicable to them as employees of an independent contractor of Tetra Tech International Development Pty Ltd.**

Signature:	
Name:	
Position:	
Program:	
Date:	

## Acknowledged by Tetra Tech International Development

Signature:	
Date:	

