



**Halifax**

Regional Centre for Education

**RFSO #4283  
Fraud Risk Assessment  
Addendum# 2**

To: All Bidders

Date: May 06, 2026

From: Nancy Rideout, Purchasing Manager  
Office: (902) 464-2000 ext. 2222  
Email: [nrideout@hrce.ca](mailto:nrideout@hrce.ca)

---

**The bid documents shall be amended, and new drawings and clauses added, and shall become part of the contract documents as follows:**

**Proponent Questions:**

**1. Contracting - Standing Offer Structure vs. Defined Scope**

*The solicitation is titled a Request for Standing Offer (RFSO); however:*

- *Section 9.0 indicates that “there is one (1) Fraud Risk Assessment that would be required to be completed for the identified term”.*
- *The scope and deliverables appear to describe a single, comprehensive engagement rather than multiple call-ups at established rates.*

*Please confirm:*

- a) Whether HRCE intends to procure a single enterprise-wide Fraud Risk Assessment during the initial one-year term, or*
- b) Whether the intent is to establish a standing offer for potential Fraud Risk Assessment work (or components thereof) during the term, with work issued through future purchase orders.*

**Response:**

HRCE intends to procure a single enterprise-wide Fraud Risk Assessment during the initial one-year term

## 2. **Meaning of “Entire Organization”**

*Section 9.0 states that “the scope should span the entire organization, by department.”*

*Please clarify:*

- a) Which organizational components are included in “the entire organization” (e.g., central/corporate services, regional offices, individual schools, or all of the above).*
- b) Whether all HRCE schools (approximately 136 locations) are intended to be individually included in scope, or whether schools may be addressed through:*
  - Representative sampling,*
  - Centralized process-level assessment, or*
  - Another approach preferred by HRCE.*

### **Response:**

The standing offer is intended to cover fraud risk assessment services across the entire HRCE organization, including individual schools, supporting functions (departments), and central administration. Section 9.0 “Scope of Work” specifies that the FRA should span the entire organization by department, with special focus on areas handling funds or assets, ensuring no critical process or fraud risk domain is overlooked. In practical terms, this means any HRCE site or unit – from school-level operations to administrative and support departments – may be subject to FRA engagements under the standing offer as needed. Furthermore, as noted in the RFSO, HRCE reserves the right to add additional schools or offices to the contract at its discretion (e.g. if other HRCE sites or even other Regional Centre’s for Education require similar FRA services) at the same pricing and terms. The scope is organization-wide and flexible, allowing HRCE to utilize the FRA services across all relevant areas of its operations, however focus should be given to Central Office business processes. Schools would be chosen using a hybrid methodology of internal risk assessments, size and random sampling. An indicative list of schools or categories of schools will be provided, where applicable, at the time of engagement. Proponents should not assume that all schools will be included.

### **3. Expected Level of Departmental Analysis**

*The RFSO calls for assessment “by department” but does not specify the expected depth of review.*

*Please confirm:*

- a) Whether HRCE expects a high-level fraud risk identification per department, or*
- b) A detailed assessment involving control walkthroughs, documentation review, and interviews for each department.*
- c) The approximate number of departments or functional units HRCE anticipates being in scope.*

#### **Response:**

The deliverables outlined will be defined in the applicable call-up. The expectation is for detailed assessments of each department. Departments include Financial Services, Office of Regional Executive Director, Human Resources, Operations, Program Delivery and System Achievement as well as schools as outlined in the previous question. Program Delivery would include areas such as International Services, Pre-Primary, Schools Plus, School Lunch and Excel After School Program.

### **4. Priority Areas and Risk Focus**

*The scope notes a “special focus on areas handling funds or assets.”*

*Please clarify:*

- a) Whether HRCE has identified priority functions or risk domains that must be included (e.g., procurement, payroll, capital projects, transportation, IT access, cash handling, asset management).*
- b) Whether proponents are expected to independently determine priority areas, or validate priorities already identified by HRCE management or internal audit.*

#### **Response:**

Priority Functions will be established in the applicable call-up through collaboration with proponent.

## **5. Management and Stakeholder Participation**

*Deliverables reference interviews, walkthroughs, and a management presentation.*

*Please confirm:*

- a) Whether HRCE anticipates assigning a central project sponsor and departmental contacts to facilitate access.*
- b) The expected scale of stakeholder engagement (e.g., approximate number of interviews).*
- c) The intended audience for the Management Presentation (e.g., senior leadership, Audit Committee, Board-level stakeholders).*

### **Response:**

HRCE will assign a primary point of contact and facilitate coordinated access to relevant department leaders to support the engagement.

HRCE has not set a fixed annual budget or hours for this standing offer. The RFSO is structured as a standing offer with work on an “as needed” basis, and thus any volumes or values provided are estimates only. In fact, the RFSO explicitly states that the volume of work and frequency of services under the standing offer are not guaranteed and are subject to change. The Schedule A – Price Form reiterates that the estimated quantities/frequency are for information and may vary; “The HRCE does not guarantee the volume of work assigned to the successful proponent as part of this standing offer.”. Proponents should therefore propose their pricing (rates/fees) in accordance with the Price Form and be aware that actual expenditures will depend on HRCE’s requirements over the term. Any engagement of services will align with HRCE’s budget availability and priorities at HRCE’s sole discretion

## **6. Existing Documentation and Prior Work**

*To support efficiency and avoid duplication:*

*Please advise:*

- a) Whether HRCE expects proponents to leverage existing materials such as:*
  - Prior fraud risk assessments,*
  - Internal audit reports,*
  - Enterprise risk assessments or risk registers,*
  - Existing fraud policies or whistleblower frameworks.*
- b) Whether the Fraud Risk Assessment is intended to update and enhance existing documentation, where applicable.*

### **Response:**

HRCE will provide relevant existing documentation, where available and appropriate, to support the FRA engagement.

**7. Sizing and Estimation (Budget)**

*While proponents recognize that the competitive pricing process enables HRCE to assess fair and reasonable costs for the services described, an indicative understanding of the anticipated scale of the engagement would assist proponents in appropriately scoping effort, methodology, and resourcing, and in evaluating whether expectations are aligned.*

*Please advise:*

- a) Whether HRCE is able to provide an indicative budget range anticipated for the Fraud Risk Assessment described in this RFSO.*
- b) If yes, what is that range.*

**Response:**

HRCE has not set a fixed annual budget or hours for this standing offer. The RFSO is structured as a standing offer with work on an “as needed” basis, and thus any volumes or values provided are estimates only. In fact, the RFSO explicitly states that the volume of work and frequency of services under the standing offer are not guaranteed and are subject to change. The Schedule A – Price Form reiterates that the estimated quantities/frequency are for information and may vary; “The HRCE does not guarantee the volume of work assigned to the successful proponent as part of this standing offer.”. Proponents should therefore propose their pricing (rates/fees) in accordance with the Price Form and be aware that actual expenditures will depend on HRCE’s requirements over the term. Any engagement of services will align with HRCE’s budget availability and priorities at HRCE’s sole discretion

**RFSO# 4283 - End of Addendum #2**

---

---

***PLEASE SIGN BELOW AND RETURN WITH BID DOCUMENTS:***

---

Signature

---

Company Name