

**RETURN BIDS TO:**  
**RETOURNER LES SOUMISSIONS À:**  
Bid Receiving - PWGSC / Réception des  
soumissions - TPSGC  
11 Laurier St., / 11, rue Laurier  
Place du Portage, Phase III  
Core 0A1/Noyau 0A1  
Gatineau  
Québec  
K1A 0S5  
Bid Fax: (819) 997-9776

**REQUEST FOR PROPOSAL**  
**DEMANDE DE PROPOSITION**

**Proposal To: Public Works and Government  
Services Canada**

We hereby offer to sell to Her Majesty the Queen in right of Canada, in accordance with the terms and conditions set out herein, referred to herein or attached hereto, the goods, services, and construction listed herein and on any attached sheets at the price(s) set out therefor.

**Proposition aux: Travaux Publics et Services  
Gouvernementaux Canada**

Nous offrons par la présente de vendre à Sa Majesté la Reine du chef du Canada, aux conditions énoncées ou incluses par référence dans la présente et aux annexes ci-jointes, les biens, services et construction énumérés ici sur toute feuille ci-annexée, au(x) prix indiqué(s).

**Comments - Commentaires**

<b>Title - Sujet</b> RFP SYSTEMS INTEGRATOR	
<b>Solicitation No. - N° de l'invitation</b> 47060-148584/A	<b>Date</b> 2014-06-12
<b>Client Reference No. - N° de référence du client</b> 1000318584	
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$EL-609-27729	
<b>File No. - N° de dossier</b> 609el.47060-148584	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2014-09-15</b>	
<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT	
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Bastien, Josée	<b>Buyer Id - Id de l'acheteur</b> 609el
<b>Telephone No. - N° de téléphone</b> (819) 956-6770 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>  Specified Herein Précisé dans les présentes	

**Instructions: See Herein**

**Instructions: Voir aux présentes**

**Vendor/Firm Name and Address**

**Raison sociale et adresse du  
fournisseur/de l'entrepreneur**

**Issuing Office - Bureau de distribution**

Informatics Professional Services - EL Division/Services  
professionnels en informatique - division EL  
4C2, Place du Portage  
Gatineau  
Québec  
K1A 0S5

<b>Delivery Required - Livraison exigée</b> See Herein	<b>Delivery Offered - Livraison proposée</b>
<b>Vendor/Firm Name and Address</b> <b>Raison sociale et adresse du fournisseur/de l'entrepreneur</b>	
<b>Telephone No. - N° de téléphone</b> <b>Facsimile No. - N° de télécopieur</b>	
<b>Name and title of person authorized to sign on behalf of Vendor/Firm</b> <b>(type or print)</b> <b>Nom et titre de la personne autorisée à signer au nom du fournisseur/ de l'entrepreneur (taper ou écrire en caractères d'imprimerie)</b>	
<b>Signature</b>	<b>Date</b>

Solicitation No. - N° de l'invitation

47060-148584/A

Amd. No. - N° de la modif.

File No. - N° du dossier

609e147060-148584

Buyer ID - Id de l'acheteur

609e1

CCC No./N° CCC - FMS No/ N° VME

Client Ref. No. - N° de réf. du client

1000318584

## BID SOLICITATION

# FOR A CONTRACT AGAINST A SUPPLY ARRANGEMENT FOR SOLUTION - BASED IN INFORMATICS PROFESSIONAL SERVICES (SBIPS)

## SYSTEM INTEGRATION DOMAINE OF EXPERTISE

### CANADA BORDER SERVICES AGENCY

#### TABLE OF CONTENTS

<b>PART 1 - GENERAL INFORMATION</b>	5
1.1 Introduction	5
1.2 Summary	5
1.3 Debriefings	6
1.4 Conflict of Interest	6
<b>PART 2 - BIDDER INSTRUCTIONS</b>	8
2.1 Standard Instructions, Clauses and Conditions	8
2.2 Submission of Bids	8
2.3 Enquiries - Bid Solicitation	9
2.4 Applicable Laws	9
2.5 Improvement of Requirement During Solicitation Period	10
2.6 Basis for Canada's Ownership	10
2.7 Volumetric Data	10
2.8 Reading Room	10
<b>PART 3 - BID PREPARATION INSTRUCTIONS</b>	12
3.1 Bid Preparation Instructions - Phase 1	12

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584/A

609e1

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No/ N° VME

1000318584

609e147060-148584

**3.2 Bid Preparation Instructions - Phase 2** ..... 13

**3.3 Bid Submission Requirements for Phase 1** ..... 14

**3.4 Bid Submission Requirements for Phase 2** ..... 16

**PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION** ..... 20

**4.1 Evaluation Procedures** ..... 20

**4.2 Technical Evaluation** ..... 20

**4.3 Financial Evaluation for Phase 2 Bid** ..... 21

**4.4 Basis of Selection** ..... 22

**PART 5 - CERTIFICATIONS** ..... 23

**Mandatory Certifications Required for Phase 1 of the Bid Solicitation** ..... 23

**5.1 Code of Conduct and Certifications - Related documentation** ..... 23

**5.2 Certifications Precedent to Contract Award** ..... 23

**PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS** ..... 26

**6.1 Security Requirement for the participation in Phase 2 of the Solicitation Resulting from Phase 1 of the Bid Solicitation** ..... 26

**6.2 Security Requirement for Contract Resulting from Phase 2 of the Bid Solicitation** ..... 26

**6.3 Financial Capability** ..... 27

**PART 7 - RESULTING CONTRACT CLAUSES** ..... 28

**7.1 Requirement** ..... 28

**7.2 Task Authorization** ..... 28

**7.3 Standard Clauses and Conditions** ..... 30

**7.4 Security Requirement** ..... 31

**7.5 Contract Period** ..... 31

**7.6 Authorities** ..... 32

Solicitation No. - N° de l'invitation

47060-148584/A

Amd. No. - N° de la modif.

File No. - N° du dossier

609e147060-148584

Buyer ID - Id de l'acheteur

609e1

CCC No./N° CCC - FMS No/ N° VME

Client Ref. No. - N° de réf. du client

1000318584

**7.7 Payment** ..... 32

**7.8 Invoicing Instructions** ..... 34

**7.9 Certifications** ..... 34

**7.10 Federal Contractors Program for Employment Equity - Default by Contractor** ..... 34

**7.11 Applicable Laws** ..... 34

**7.12 Priority of Documents** ..... 35

**7.13 Foreign Nationals (Canadian Contractor)** ..... 35

**7.14 Foreign Nationals (Foreign Contractor)** ..... 35

**7.15 Insurance Requirements** ..... 35

**7.16 Limitation of Liability - Information Management/Information Technology** ..... 37

**7.17 Joint Venture Contractor** ..... 38

**7.18 Maintenance and Support** ..... 39

**7.19 Safeguarding Electronic Media** ..... 40

**7.20 Access to Canada's Property and Facilities** ..... 40

**7.21 Implementation** ..... 40

**7.22 Transition Services at End of Contract Period** ..... 40

**7.23 Identification Protocol Responsibilities** ..... 40

Annex A Statement of Work

Appendix A to Annex A - Tasking Assessment Procedure

Appendix B to Annex A - Task Authorization (TA) Form

Appendix C to Annex A - Certifications at the TA stage

Annex B Basis of Payment

Annex C Security Requirements Check List

Solicitation No. - N° de l'invitation

47060-148584/A

Amd. No. - N° de la modif.

File No. - N° du dossier

609e147060-148584

Buyer ID - Id de l'acheteur

609e1

Client Ref. No. - N° de réf. du client

1000318584

CCC No./N° CCC - FMS No/ N° VME

**List of Attachments to Part 2 (Bidder Instructions):**

Attachment 1: Phase 1 Evaluation - Bidders Response Table

Attachment 2: Phase 2 Evaluation - Bidders Response Table

Attachment 3: Bidder Form

Attachment 4: Bid Pricing Table

**List of Attachments to Part 4 (Evaluation Procedures and Basis of Selection):**

Attachment 1: Phase 1 Evaluation - Bidders Response Table

Attachment 2: Phase 2 Evaluation - Bidders Response Table

Attachment 4: Bid Pricing Table

## PART 1 - GENERAL INFORMATION

### 1.1 Introduction

This document states terms and conditions that apply to this bid solicitation #EP47060-148584. It is divided into seven parts plus annexes and attachments as follows:

- Part 1 General Information: provides a general description of the requirement;
- Part 2 Bidder Instructions: provides the instructions, clauses and conditions applicable to the bid solicitation and states that the Bidder agrees to be bound by the clauses and conditions contained in all parts of the bid solicitation;
- Part 3 Bid Preparation Instructions: provides Bidders with instructions on how to prepare their bid;
- Part 4 Evaluation Procedures and Basis of Selection: indicates how the evaluation will be conducted, the evaluation criteria that must be addressed in the bid, if applicable, and the basis of selection;
- Part 5 Certifications: includes the certifications to be provided;
- Part 6 Security, Financial and Other Requirements: includes specific requirements that must be addressed by Bidders; and
- Part 7 Resulting Contract Clauses: includes the clauses and conditions that will apply to any resulting contract.

The annexes include the Statement of Work, the Basis of Payment, the Bid Evaluation Criteria, the Bid Submission Form and any other annexes.

### 1.2 Summary

- (a) This bid solicitation is being issued to satisfy the requirement of Canada Border Services Agency (CBSA) (the "Client") for Solution-Based Informatics Professional Services (SBIPS) under the SBIPS Supply Arrangement (SA) method of supply.
- (b) It is intended to result in the award of one (1) contract, for one (1) year plus 2 one-year irrevocable options allowing Canada to extend the term of the contract.
- (c) The goal of this project is to provide the CBSA with its fully integrated client based accounting system, which will simultaneously strengthen CBSA's financial controls and reporting framework, including the following:
- (i) Provide the CBSA with a financial controls framework which will resolve unexplained differences between the receivables legacy system and the general ledger for financial reporting;
  - (ii) Provide the CBSA with increased sustainability for financial statement audit;
  - (iii) Centralize accounting information by providing a single repository of commercial client information, which all operational processes and systems will use to retrieve client information;
  - (iv) Introduce electronic payment remitting which will significantly decrease the volume of payments made at the border;
  - (v) Provide a process to maintain and manage current accounts receivable by client and refer over-due accounts receivable to CRA for collection;
  - (vi) Introduce a process which will allow the CBSA to offset credits against debits, significantly reducing the number of cheques;

- (vii) Replace an outdated legacy system (Temporary Accounts Receivable System – TARS) used to record money owing to the CBSA (some \$170 million at any given time) that uses technology that is no longer supported, which will assure business continuity; and
- (viii) Provide the CBSA commercial clients with enhanced and comprehensive daily notices and statements of accounts.
- (d) There is a security requirement associated with this requirement. For additional information, consult Part 3 - Section III: Security Requirements for Phase 1, Part 6 - Security, Financial and Other Requirements, and Part 7 - Resulting Contract Clauses. Bidders should consult the “Security Requirements on PWGSC Bid Solicitations - Instructions for Bidders” document on the Departmental Standard Procurement Documents (<http://ssi-iss.tpsgc-pwgsc.gc.ca>) Website.
- (e) The requirement is subject to the provisions of the World Trade Organization Agreement on Government Procurement (WTO-AGP), the North American Free Trade Agreement (NAFTA), the Canada-Chile Free Trade Agreement (CCFTA), the Agreement on Internal Trade (AIT), the Canada-Peru Free Trade Agreement (CPFTA), the Canada-Columbia Free Trade Agreement (CCoIFTA), and the Canada-Panama Free Trade Agreement (CPanFTA) if it is in force.
- (f) Only SBIPS SA Holders currently holding a SBIPS SA for Tier 2 in the National Capital Region (NCR) in the Systems Integration Domain under the EN537-05IT01series of Supply Arrangements (SAs) are invited to compete. The SBIPS Supply Arrangement EN537-05IT01is incorporated by reference and forms part of this bid solicitation, as though expressly set out in it, subject to any express terms and conditions contained in this bid solicitation. The capitalized terms not defined in this bid solicitation have the meaning given to them in the SBIPS SA.
- (g) Supply Arrangement (SA) Holders that are invited to compete as a Joint Venture, must submit a proposal as the Joint Venture and must have already been qualified under the SA EN537-05IT01 as a joint venture.

### 1.3 Debriefings

- (a) Upon receipt of the evaluation results for Phase One of the bid solicitation, Bidders found non-responsive at that time may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 2 working days of receipt of the bid evaluation results. The debriefing may be provided in writing, by telephone or in person.
- (b) After contract award resulting from Phase Two of the bid solicitation, Bidders may request a debriefing on the results of the bid solicitation process. Bidders should make the request to the Contracting Authority within 15 working days of receipt of the results of the bid solicitation process. The debriefing may be provided in writing, by telephone or in person.

### 1.4 Conflict of Interest

- (a) To avoid any conflict of interest, appearance of conflict of interest, unfair advantage or appearance of unfair advantage, the Contractors listed below have acknowledged and agreed that they, any of their subcontractors, any of their respective employees or any of their respective former employees who work or have worked on the delivery of the Work under the Contracts listed, must:
  - (i) Not share or provide any information to any third party concerning the CBSA Accounts Receivable Ledger (ARL) Solution Implementation or the procurement processes for follow-on work it or they may have obtained through the performance of the Work under Contract with Canada;
  - (ii) Not prepare, participate in, or advise upon the preparation of, any bid in response to a bid solicitation relating to the CBSA Accounts Receivable Ledger (ARL) Solution Implementation; and

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

(iii) Not act or propose to act, as a Contractor itself, member of a Joint-venture or subcontractor to any third party submitting a bid, in relation to the contract required for the CBSA's Accounts Receivable Ledger (ARL) Solution Implementation.

**1. Forrester Research**

**2. Meijin Consulting Inc.**

If a Contract is awarded as a result of Solicitation 47060-148584/A, the suppliers and individuals listed above may be proposed as subcontractors by the winning Bidder. The Bidder selected for Contract must comply with the provisions of the Contract, including article 06 of the General Conditions 2035, when entering into subcontracting arrangements.

## PART 2 - BIDDER INSTRUCTIONS

### 2.1 Standard Instructions, Clauses and Conditions

- (a) All instructions, clauses and conditions identified in the bid solicitation by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual issued by Public Works and Government Services Canada (PWGSC).
- (b) Bidders who submit a bid agree to be bound by the instructions, clauses and conditions of the bid solicitation and accept the clauses and conditions of the resulting contract.
- (c) The 2003 (2014-03-01) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the bid solicitation, with Subsection 5.4 amended by deleting "sixty (60) days" and inserting "180 days". If there is a conflict between the provisions of 2003 and this document, this document prevails.

The text under subsections 4 of Section 01 – Integrity Provisions - Bid of 2003 referenced above is replaced by:

4 Bidders who are incorporated or who are a sole proprietorship, including those bidding as a joint venture, have already provided a list of names of all individuals who are directors of the Bidder, or the name of the owner, at the time of submitting an arrangement under the Request for Supply Arrangement (RFSA). These bidders must diligently maintain this list up-to-date by informing Canada in writing of any change occurring during the validity period of the bid as well as during the period of any contract arising from this bid solicitation.

Canada may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (*Consent to a Criminal Record Verification form - PWGSC-TPSGC 229*) for any or all individuals aforementioned list within a specified time period. Failure to provide such Consent Forms within the time period provided will result in the bid being declared non-responsive.

### 2.2 Submission of Bids

- (a) Technical Bids submitted in response to **Phase One** of the bid solicitation, ("Bids" must be submitted only to Public Works and Government Services Canada Bid Receiving Unit by **2:00 p.m. July 7, 2014**, eastern daylight savings time at the place indicated below:

RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des soumissions - TPSGC

11 Laurier St. / 11, rue Laurier

Place du Portage, Phase III

Core 0A1 / Noyau 0A1

Gatineau Québec

K1A 0S5

- (b) Technical and Financial Bids submitted in response to **Phase Two** of the bid solicitation, ("Bids" must be submitted only to Public Works and Government Services Canada Bid Receiving Unit by **2:00 p.m. September 15, 2014, eastern daylight** savings time at the place indicated below:

RETURN BIDS TO:

RETOURNER LES SOUMISSIONS À:

Bid Receiving - PWGSC / Réception des soumissions - TPSGC

11 Laurier St. / 11, rue Laurier  
 Place du Portage, Phase III  
 Core 0A1 / Noyau 0A1  
 Gatineau Québec  
 K1A 0S5

- (c) Due to the nature of the bid solicitation, bids transmitted by facsimile or electronic mail to PWGSC will not be accepted.

### 2.3 Enquiries - Bid Solicitation

- (a) All enquiries must be submitted in writing to the Contracting Authority no later than five (5) business days before the closing date of each phase of the solicitation. Enquiries received after that time may not be answered.
- (b) Bidders should reference as accurately as possible the numbered item of the bid solicitation to which the enquiry relates. Care should be taken by Bidders to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a "" nature must be clearly marked "" at each relevant item. Items identified as proprietary will be treated as such except where Canada determines that the enquiry is not of a proprietary nature. Canada may edit the questions or may request that the Bidder do so, so that the proprietary nature of the question is eliminated, and the enquiry can be answered with copies to all Bidders. Enquiries not submitted in a form that can be distributed to all Bidders may not be answered by Canada.
- (c) Verbal enquiries made within the Reading Room at Phase 2 of the solicitation will follow the process outlined below:
- (i) Bidders may ask questions verbally within the reading room environment. Canada will then have an opportunity to seek clarification on the nature of the Bidder's question and whether any aspect of it is of a proprietary nature;
  - (ii) if any aspect of the question is of a proprietary nature, the Bidder will be given an opportunity to rephrase the question so that the proprietary aspect is redacted or to retract the question;
  - (iii) Canada will not provide a response to Bidders on a one-on-one basis;
  - (iv) Canada will not provide a response to any question that cannot be shared with all Bidders;
  - (v) responses to any question submitted in the reading room will be provided to all Bidders in writing; and
  - (vi) if as a result of a question it is determined that additional information is required within the reading room, all Bidders will be notified in writing that additional information will be made available in the reading room.

### 2.4 Applicable Laws

Any resulting contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in Ontario.

**Note to Bidders:** A bidder may, at its discretion, substitute the applicable laws of a Canadian province or territory of their choice without affecting the validity of its bid, by deleting the name of the Canadian province or territory specified and inserting the name of the Canadian province or territory of its choice. If no change is made, it acknowledges that the applicable laws specified are acceptable

to the Bidder. *Bidders are requested to indicate the Canadian province or territory they wish to apply to any resulting contract in their Bid Submission Form.*

## 2.5 Improvement of Requirement During Solicitation Period

If bidders consider that the specifications or Statement of Work contained in the bid solicitation could be improved technically or technologically, bidders are invited to make suggestions, in writing, to the Contracting Authority named in the bid solicitation. Bidders must clearly outline the suggested improvement as well as the reasons for the suggestion. Suggestions that do not restrict the level of competition nor favour a particular bidder will be given consideration provided they are submitted to the Contracting Authority in accordance with the article entitled "Enquiries - Bid Solicitation". Canada will have the right to accept or reject any or all suggestions.

## 2.6 Basis for Canada's Ownership

- (a) Canada has determined that any intellectual property arising from the performance of the Work under any resulting Contract will belong to Canada, on the following grounds:

The main purpose of the contract, or of the deliverables contracted for, is to deliver a component or subsystem that will be incorporated into a complete system at a later date, as a prerequisite to the planned transfer of the complete system to the private sector, through licensing or assignment of ownership, for purposes of commercial exploitation.

## 2.7 Volumetric Data

The data has been provided to Bidders to assist them in preparing their bids. The inclusion of this data in this bid solicitation does not represent a commitment by Canada that Canada's future usage of the service identified in this bid solicitation will be consistent with this data. It is provided purely for information purposes.

## 2.8 Reading Room

- (a) The Reading Room is a mechanism through which CBSA will provide access to functional documentation, technical documentation, and other information relevant to the ARL bid solicitation. The consolidated body of information provided through the Reading Room is referred to as the ARL Artefact Repository. Information will be provided to Bidders in hard copy and electronic format.
- (b) Following the evaluation of the Phase 1 bids, the two top ranked Bidders will be selected to participate in the Reading Room. The ARL Artefact Repository will become available to the selected Bidders at the start of Phase 2 of the bid solicitation.
- (c) The Reading Room provides Bidders with sufficient detailed information to formulate a Technical and Financial bid specifically tailored to delivering a fully functioning solution for this project. Bidders are responsible for carrying out all research and analysis it considers necessary to satisfy itself as to all existing conditions affecting the project.
- (d) Location and Hours of Operation:
- (i) The Artefact Repository will be hosted at Government of Canada facilities located at 171 Slater Street, Ottawa, Ontario. It will open at the start of Phase 2 for a duration of three (3) weeks, closing 10 business days prior to the Phase 2 bid closing. The hours of operation will be from 08:00 to 17:00 Eastern Time during Business Days. Further instructions will be provided to responsive Bidders at the commencement of Phase 2.
- (e) Artefact Repository Access Rights:
- (i) Bidders will be given an orientation session at the start of Phase 2.

- (ii) Bidders will be required to submit a list of resources who they plan on having come to the Reading Room, including the title and role of each attendee.
  - (iii) Only Bidder resources with the required Security Clearance will be provided access to the Reading Room. Resources will need to provide such identification information as to ascertain their identity.
  - (iv) Each Bidder will be provided access to a Contractor Team Boardroom within Canada's facilities that will be dedicated for their resources to access the contents of the Artefact Repository.
  - (v) The Bidder will be provided with a comprehensive list of development objects and RICEFW for review during the bidding process.
  - (vi) Bidders will not be able to photograph, copy, or take any materials from the Artefact Repository.
- (f) Artefact Repository Content:
- Materials in the Artefact Repository consist of a portfolio describing various business, technical, operational, organizational and other factors relevant to the project. The ARL Artefact Repository content will include:
- (i) Business Requirements, Functional Designs, RICEFW inventory, SAP Configuration, ABAP Code, Unit Test Cases and Results, Product Test Cases, and Technical Architecture and Environment documentation.
  - (ii) Business Processes and Procedures, CBSA End Users Counts and Locations, and External End User Counts and Locations.
  - (iii) ARL Health Check, Current Inventory of Issues and Risks, and Current Inventory of Proposed Change Requests.

## PART 3 - BID PREPARATION INSTRUCTIONS

### 3.1 Bid Preparation Instructions - Phase 1

- (a) **Copies of Bid:** Canada requests that Bidders provide their Phase 1 bid in separately bound sections as follows:
- (i) Section I: Technical Bid (4 hard copies);
  - (ii) Section II: Certifications not included in the Technical Bid (2 hard copies); and
  - (iii) Section III: Security Requirements ( 2 hard copies)
- (b) **Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:
- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
  - (ii) use a numbering system that corresponds to the bid solicitation;
  - (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, Bidder's name and address and contact information of its representative; and
  - (iv) include a table of contents.
- (c) **Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders are encouraged to:
- (i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and
  - (ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.
- (d) **Submission of Only One Bid from a Bidding Group:**
- (i) The submission of more than one bid from members of the same bidding group is not permitted in response to this bid solicitation. If members of a bidding group participate in more than one bid, Canada will set aside all bids received from members of that bidding group.
  - (ii) For the purposes of this article, "**bidding group**" means all entities (whether those entities include one or more natural persons, corporations, partnerships, limited liability partnerships, etc.) that are related to one another. Regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law, entities are considered "**related**" for the purposes of this bid solicitation if:
    - (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
    - (B) they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
    - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
    - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

**(e) Joint Venture Experience:**

Except where expressly provided otherwise, at least one member of a joint venture Bidder must meet any given mandatory requirement of this bid solicitation. Joint venture members cannot pool their abilities to satisfy any single mandatory requirement of this bid solicitation. Wherever substantiation of a mandatory requirement is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the solicitation period.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance services, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single requirement, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

**3.2 Bid Preparation Instructions - Phase 2**

**(a) Copies of Bid:** Canada requests that Bidders provide their Phase 2 bid in separately bound sections as follows:

- (i) Section I: Technical Bid (4 hard copies and CD, DVD or HSB Data Stick)
- (ii) Section II: Financial Bid (2 hard copies)
- (iii) Section III: Certifications not included in the Technical Bid (2 hard copies)
- (iv) Section IV: Security Requirements (1 hard copy)

Prices must appear in the financial bid only. No prices must be indicated in any other section of the bid.

**(b) Format for Bid:** Canada requests that Bidders follow the format instructions described below in the preparation of their bid:

- (i) use 8.5 x 11 inch (216 mm x 279 mm) paper;
- (ii) use a numbering system that corresponds to the bid solicitation;
- (iii) include a title page at the front of each volume of the bid that includes the title, date, bid solicitation number, Bidder's name and address and contact information of its representative; and
- (iv) include a table of contents.

**(c) Canada's Policy on Green Procurement:** In April 2006, Canada issued a policy directing federal departments and agencies to take the necessary steps to incorporate environmental considerations into the procurement process. See the Policy on Green Procurement (<http://www.tpsgc-pwgsc.gc.ca/ecologisation-greening/achats-procurement/politique-policy-eng.html>). To assist Canada in reaching its objectives, bidders are encouraged to:

- (i) use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and
- (ii) use an environmentally-preferable format including black and white printing instead of colour printing, printing double sided/duplex, and using staples or clips instead of cerlox, duotangs or binders.

**(d) Submission of Only One Bid from a Bidding Group:**

- (i) The submission of more than one bid from members of the same bidding group is not permitted in response to this bid solicitation. If members of a bidding group participate in

more than one bid, Canada will set aside all bids received from members of that bidding group.

- (ii) For the purposes of this article, "**bidding group**" means all entities (whether those entities include one or more natural persons, corporations, partnerships, limited liability partnerships, etc.) that are related to one another. Regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law, entities are considered "**related**" for the purposes of this bid solicitation if:
- (A) they are the same legal entity (i.e., the same natural person, corporation, partnership, limited liability partnership, etc.);
  - (B) they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
  - (C) the entities have now or in the two years before bid closing had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
  - (D) the entities otherwise do not deal with one another at arm's length, or each of them does not deal at arm's length with the same third party.

(e) **Joint Venture Experience:**

Except where expressly provided otherwise, at least one member of a joint venture Bidder must meet any given mandatory requirement of this bid solicitation. Joint venture members cannot pool their abilities to satisfy any single mandatory requirement of this bid solicitation. Wherever substantiation of a mandatory requirement is required, the Bidder is requested to indicate which joint venture member satisfies the requirement. Any Bidder with questions regarding the way in which a joint venture bid will be evaluated should raise such questions through the Enquiries process as early as possible during the solicitation period.

Example: A bidder is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the bidder have 3 years of experience providing maintenance services, and (b) that the bidder have 2 years of experience integrating hardware with complex networks, then each of these two requirements can be met by a different member of the joint venture. However, for a single requirement, such as the requirement for 3 years of experience providing maintenance services, the bidder cannot indicate that each of members X, Y and Z has one year of experience, totaling 3 years. Such a response would be declared non-responsive.

### 3.3 Bid Submission Requirements for Phase 1

(a) **Section I: Technical Bid - Phase 1**

In their technical Phase 1 Bid, Bidders must demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders must demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work. The technical Phase 1 Bid must address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

**The technical Phase 1 Bid consists of the following:**

- (i) **Phase 1 Bid Submission Form:** Bidders are requested to include the Phase 1 Bid Submission Form - Attachment 3 with their Phase 1 bid. It provides a common form in which Bidders can provide information required for evaluation and contract award, such as a contact name, the Bidder's Procurement Business Number, etc. Using the form to

provide this information is not mandatory, but it is recommended. If Canada determines that the information required by the Bid Submission Form is incomplete or requires correction, Canada will provide the Bidder with an opportunity to do so.

- (ii) **Resumés for Proposed Resources:** Bid should include resumés of the resources identified in the Statement of Requirements of the bid solicitation that demonstrate that each proposed individual meets the qualification requirements described in Attachment 1 - Phase 1 Evaluation Bidder Response Table (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to resumés and resources:
- (A) Proposed Resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work.
  - (B) For educational requirements for a particular degree, designation or certificate, PWGSC will only consider educational programmes that were successfully completed by the resource by the time of bid closing.
  - (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must be an accredited or otherwise recognized body, institution or entity.
  - (D) For work experience, PWGSC will not consider experience gained as part of an educational programme, except for experience gained through a formal cooperative programme at a post-secondary institution.
  - (E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (F) For work experience to be considered by PWGSC, the bio must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. In situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.
- (iii) **Customer Reference Contact Information:**
- (A) The Bidder must provide customer references who must each confirm, if requested by PWGSC, that the information provided by the Bidder in response to the Attachment 1 Phase 1 Evaluation Criteria of this solicitation is correct.
  - (B) Customer references will be asked to confirm the information as described under the reference check requirements in each applicable evaluation criterion.
  - (C) For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services provided and who is willing to act as a customer référence. Crown references will be accepted.

(b) **Section II: Certifications for Phase 1 Bid**

- (i) Bidders must submit the certifications required under Part 5 - Certifications.

(c) **Section III: Security Requirements for Phase 1**

- (i) The Bidder's proposed individuals requiring access to classified or protected information, assets or sensitive work site(s) must meet the security requirement as indicated at Part 6, before they will be granted access to the Reading Room.
- (ii) Bidders are requested to submit the following security information for each of the proposed resources requiring access to the Reading Room with their Phase 1 Bid on or before the bid closing date.

<b>SECURITY INFORMATION</b>	
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

- (iii) Bidders are requested to submit their valid organization security clearance information with their Phase 1 Bid on or before the bid closing date.

<b>SECURITY INFORMATION</b>	
Valid organization security clearance level	
Security Screening Certificate and Briefing Form file number	

- (iv) Bidder's Proposed Site or Premises Requiring Safeguard Measures As indicated in Part 6 under Security Requirement, the Bidder must provide the required information below, on the Bidder's proposed site or premises for which safeguard measures are required for Work Performance.

Address:

Street Number / Street Name, Unit / Suite / Apartment Number

City, Province

Postal Code

- (v) If the Bidder has not included the security information in its Phase 1 Bid, the Contracting Authority will provide the Bidder with an opportunity to submit the security information during the evaluation period. If the Bidder has not submitted the security information within the period set by the Contracting Authority, its bid will be declared non-responsive.
- (vi) In the case of a joint venture Bidder, each member of the joint venture must meet the security requirements.

**3.4 Bid Submission Requirements for Phase 2**

(a) **Section I: Technical Phase 2 Bid**

In their technical Phase 2 Bid, Bidders must demonstrate their understanding of the requirements contained in the bid solicitation and explain how they will meet these requirements. Bidders must demonstrate their capability and describe their approach in a thorough, concise and clear manner for carrying out the work. The technical Phase 2 Bid must address clearly and in sufficient depth the points that are subject to the evaluation criteria against which the bid will be evaluated. Simply repeating the statement contained in the bid solicitation is not sufficient. In order to facilitate the evaluation of the bid, Canada requests that Bidders address and present topics in the order of the evaluation criteria under the same headings. To avoid duplication, Bidders may refer to different sections of their bids by identifying the specific paragraph and page number where the subject topic has already been addressed.

**The Technical Phase 2 Bid consists of the following:**

- (i) Bios for Proposed Resources: Bid should include bios of the resources identified in the Statement of Requirements of the bid solicitation that demonstrate that each proposed individual meets the qualification requirements described in Attachment 2 - Phase 2 Evaluation Bidder Response Table (including any educational requirements, work experience requirements, and professional designation or membership requirements). With respect to bios and resources:
- (A) Proposed Resources may be employees of the Bidder or employees of a subcontractor, or these individuals may be independent contractors to whom the Bidder would subcontract a portion of the Work.
  - (B) For educational requirements for a particular degree, designation or certificate, PWGSC will only consider educational programmes that were successfully completed by the resource by the time of bid closing.
  - (C) For requirements relating to professional designation or membership, the resource must have the required designation or membership by the time of bid closing and must continue, where applicable, to be a member in good standing of the profession or membership throughout the evaluation period and Contract Period. Where the designation or membership must be demonstrated through a certification, diploma or degree, such document must be current, valid and issued by the entity specified in this solicitation. If the entity is not specified, the issuer must be an accredited or otherwise recognized body, institution or entity.
  - (D) For work experience, PWGSC will not consider experience gained as part of an educational programme, except for experience gained through a formal cooperative programme at a post-secondary institution.
  - (E) For any requirements that specify a particular time period (e.g., 2 years) of work experience, PWGSC will disregard any information about experience if the individual's résumé does not include the relevant dates for the experience claimed (i.e., the start date and end date). Canada will evaluate only the duration that the resource actually worked on a project or projects (from his or her start date to end date), instead of the overall start and end date of a project or a combination of projects in which a resource has participated.
  - (F) For work experience to be considered by PWGSC, the bio must not simply indicate the title of the individual's position, but must demonstrate that the resource has the required work experience by explaining the responsibilities and work performed by the individual while in that position. In situations in which a proposed resource worked at the same time on more than one project, only one project will be counted toward any requirements that relate to the individual's length of experience.
- (ii) **Customer Reference Contact Information:**

- (A) The Bidder must provide customer references who must each confirm, if requested by PWGSC, that the information provided by the Bidder in response to the Evaluation Criteria of this solicitation is correct.
- (B) Customer references will be asked to confirm the information as described under the reference check requirements in each applicable evaluation criterion.
- (C) For each customer reference, the Bidder must, at a minimum, provide the name and either the telephone number or e-mail address for a contact person. If only the telephone number is provided, it will be used to call to request the e-mail address and the reference check will be done by e-mail.

Bidders are also requested to include the title of the contact person. It is the sole responsibility of the Bidder to ensure that it provides a contact who is knowledgeable about the services provided and who is willing to act as a customer référence. Crown references will be accepted.

- (ii) **Substantiation of Technical Compliance Form:** The technical bid must substantiate the compliance of the Bidder and its proposed solution with the specific articles of Annex A (Statement of Work) identified in the Substantiation of Technical Compliance Form, which is the requested format for providing the substantiation. The Substantiation of Technical Compliance Form is not required to address any parts of this bid solicitation not referenced in the form. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Bidder will meet the requirements and carry out the required Work. Simply stating that the Bidder or its proposed solution or product complies is not sufficient. Where Canada determines that the substantiation is not complete, the Bidder will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the bid - this information can be referenced in the "Reference" column of the Substantiation of Technical Compliance Form, where bidders are requested to indicate where in the bid the reference material can be found, including the title of the document, and the page and paragraph numbers; where the reference is not sufficiently precise, Canada may request that the Bidder direct Canada to the appropriate location in the documentation.
- (iii) **Implementation Plan:** The Bidder must include a proposed implementation plan, which demonstrates that the Bidder's proposed implementation plan meets all the requirements for implementation described in this RFP. The proposed implementation plan must cover the following areas:
  - (A) Project Management;
  - (B) Business Processes and Procedures;
  - (C) Application Development;
  - (D) Solution Testing;
  - (E) Deployment Planning;
  - (F) Data Conversion;
  - (G) Organizational Change Management;
  - (H) Training;
  - (I) Cutover and Deployment;
  - (J) Post Go-Live Support; and
  - (K) Knowledge Transfer.
- (iv) **Description of the Bidder's Maintenance and Support Services:** The Bidder must include a description of its maintenance and support services which must be consistent

with all the requirements described in the Resulting Contract Clauses, including the Statement of Work. At a minimum, the Bidder must describe its:

- (A) Problem reporting and response procedures;
- (B) Escalation procedures;
- (C) On-site support availability; and

(b) **Section II: Financial for Phase 2 Bid**

- (i) **Pricing:** Bidders must submit their financial bid in accordance with the Bid Pricing Table provided in Attachment 4 of this bid solicitation. The total amount of Applicable Taxes must be shown separately, if applicable. Unless otherwise indicated, Bidders must include a single, firm, all-inclusive per deliverable in Canadian dollars in each cell requiring an entry in the pricing tables.
- (ii) **All Costs to be Included:** The financial bid must include all costs for the requirement described in the bid solicitation for the entire Contract Period, including any option periods. The identification of all necessary equipment, software, peripherals, cabling and components required to meet the requirements of the bid solicitation and the associated costs of these items is the sole responsibility of the Bidder.
- (iii) **Blank Prices:** Bidders are requested to insert "\$0.00" for any item for which it does not intend to charge or for items that are already included in other prices set out in the tables. If the Bidder leaves any price blank, Canada will treat the price as "\$0.00" for evaluation purposes and may request that the Bidder confirm that the price is, in fact, \$0.00. No Bidder will be permitted to add or change a price as part of this confirmation. Any Bidder who does not confirm that the price for a blank item is \$0.00 will be declared non-responsive.

(c) **Section III: Certifications for Phase 2 bid**

Bidders must submit the certifications as required under Part 5 that have not been included in the Technical Bid.

(d) **Section III: Security Requirements for Phase 2 Bid**

- (i) Bidders are requested to submit the following security information for each of the proposed resources with their Phase 2 Bid on or before the bid closing date:

<b>SECURITY INFORMATION</b>	
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

- (ii) Bidders are requested to submit their valid organization security clearance information with their Phase 2 Bid on or before the bid closing date.

<b>SECURITY INFORMATION</b>	
Valid organization security clearance level	
Security Screening Certificate and Briefing Form file number	

- (iii) If the Bidder has not included the security information in its Phase 2 Bid, the Contracting Authority will provide the Bidder with an opportunity to submit the security information during the evaluation period. If the Bidder has not submitted the security information

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

within the period set by the Contracting Authority, its bid will be declared non-responsive.

- (iv) In the case of a joint venture Bidder, each member of the joint venture must meet the security requirements.

## PART 4 - EVALUATION PROCEDURES AND BASIS OF SELECTION

### 4.1 Evaluation Procedures

- (a) Bids will be evaluated in accordance with the entire requirement of the bid solicitation including the technical and financial evaluation criteria. There are several steps in the evaluation process, which are described below. Even though the evaluation and selection will be conducted in steps, the fact that Canada has proceeded to a later step does not mean that Canada has conclusively determined that the Bidder has successfully passed all the previous steps. Canada may conduct steps of the evaluation in parallel.
- (b) An evaluation team composed of representatives of the Client and PWGSC will evaluate the bids on behalf of Canada. Canada may hire any independent consultant, or use any government resources, to evaluate any bid. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- (c) In addition to any other time periods established in the bid solicitation:
- (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Bidder about its bid, the Bidder will have 2 working days (or a longer period if specified in writing by the Contracting Authority) to provide the necessary information to Canada. Failure to meet this deadline will result in the bid being declared non-responsive.
  - (ii) **Requests for Further Information:** If Canada requires additional information in order to do any of the following pursuant to the Section entitled "Conduct of Evaluation" in 2003, Standard Instructions - Goods or Services - Competitive Requirements:
    - (A) verify any or all information provided by the Bidder in its bid; or
    - (B) contact any or all references supplied by the Bidder to verify and validate any information submitted by the Bidder, the Bidder must provide the information requested by Canada within three (3) working days of a request by the Contracting Authority.
  - (iii) **Extension of Time:** If additional time is required by the Bidder, the Contracting Authority may grant an extension in his or her sole discretion.

### 4.2 Technical Evaluation

The evaluation of bids for this solicitation will be conducted in two phases.

- (a) **Phase 1:**
- (i) Bidders will be evaluated against the mandatory and rated criteria for Phase 1 included at Attachment 1 - Phase 1 Evaluation Bidder Response Table of this bid solicitation. Failure to submit a response to the mandatory and rated criteria for Phase 1 by the date, time and place indicated at Part 2, Bidder Instructions, Article 2.2, Submission of Bids, part (a) of this document will render the Bidder non-responsive.
  - (ii) **Mandatory Technical Criteria:** Each Phase 1 Bid will be reviewed for compliance with the mandatory requirements of the bid solicitation. Any element of the bid solicitation that is identified specifically with the words "must" or "mandatory" is a mandatory requirement. Bids that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.
  - (iii) **Point- Rated Technical Criteria:** Each Phase 1 Bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete bids with all the information requested by this bid solicitation will be rated accordingly. The rated requirements are described in Attachment 1 - Phase 1 Evaluation Bidder Response Table. Phase 1 bid submissions will be evaluated promptly after receipt. All Bidders will be notified of the

evaluation results. Only the top two (2) ranked responsive Bidders under Phase 1 of the bid solicitation will be given the opportunity to participate in Phase 2 of the Solicitation.

(b) **Phase 2:**

- (i) Bidders who have been invited to participate in Phase 2 of the Solicitation will be evaluated against point-rated criteria included at Attachment 2 of this bid solicitation.
- (ii) Point-Rated Technical Criteria: Each bid will be rated by assigning a score to the rated requirements, which are identified in the bid solicitation by the word "rated" or by reference to a score. Bidders who fail to submit complete Phase 2 Bids with all the information requested by this bid solicitation will be rated accordingly.
- (iii) During Phase 2, Bidders will be given access to the ARL Artefact Repository in the Reading Room.

(c) **Customer Reference Checks:**

- (i) For reference checks, Canada will conduct the reference check in writing by email. Canada will send all email reference check requests to contacts supplied by each of the Bidders using the email address provided in the bid. Canada will not award any points unless the response is received within 5 working days of the date that Canada's email was sent.
- (ii) On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Bidder by email, to allow the Bidder to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Bidder is unavailable when required during the evaluation period, the Bidder may provide the name and email address of an alternate contact person from the same customer. Bidders will only be provided with this opportunity once for each customer, and only if the originally named individual is unavailable to respond (i.e., the Bidder will not be provided with an opportunity to submit the name of an alternate contact person if the original contact person indicates that he or she is unwilling or unable to respond). The 5 working days will not be extended to provide additional time for the new contact to respond.
- (iii) Wherever information provided by a reference differs from the information supplied by the Bidder, the information supplied by the reference will be the information evaluated.
- (iv) Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.
- (v) Whether or not to conduct reference checks is discretionary. However, if PWGSC chooses to conduct reference checks for any given rated or mandatory requirement, it will check the references for that requirement for all Bidders who have not, at that point, been found non-responsive.
- (vi) Customer references will be requested to select one of the following options as a response to the information provided by the Bidder:
  - Yes, the information provided is correct.
  - No, the information provided is not correct.
  - I am unwilling or unable to provide any information about the reference contracts.

**4.3 Financial Evaluation for Phase 2 Bid**

- (a) The financial evaluation will be conducted by calculating the Total Bid Price using the Pricing Tables found at Attachment 4, completed by the bidders.

(b) **Formulae in Pricing Tables**

If the pricing tables provided to bidders include any formulae, Canada may re-input the prices provided by bidders into a fresh table, if Canada believes that the formulae may no longer be functioning properly in the version submitted by a bidder.

**4.4 Basis of Selection**

- (a) A bid must comply with the requirements of the bid solicitation, meet all mandatory evaluation criteria and obtain the required pass marks for the point rated criteria identified in this bid solicitation to be declared responsive.
- (b) The responsive bid that obtains the highest Total Bidder Score will be recommended for award of a contract. For any given Bidder, the greatest possible Total Technical Score is 70 while the greatest possible Total Financial Score is 30.

- (i) Calculation of Total Technical Score: The Total Technical Score will be computed for each responsive bid by converting the Technical Score obtained for the point-rated technical criteria using the following formula, rounded to two decimal places:

$$\frac{\text{Technical Score}}{100} \times 70 = \text{Total Technical Score}$$

**100**

- (ii) Calculation of Total Financial Score: The Total Financial Score will be computed for each responsive bid by converting the Financial Score obtained for the financial evaluation using the following formula rounded to two decimal places:

$$\frac{\text{Lowest Financial Evaluated Price}}{\text{The Bidder's Financial Evaluated Price}} \times 30 = \text{Total Financial Score}$$

The Bidder's Financial Evaluated Price

- (iii) Calculation of the Total Bidder Score: The Total Bidder Score will be computed for each responsive bid in accordance with the following formula:

$$\text{Total Technical Score} + \text{Total Financial Score} = \text{Total Bidder Score}$$

- (c) In the event of identical Total Bidder Scores occurring, then the bid with the highest Total Financial Score will become the top-ranked bidder.

## PART 5 - CERTIFICATIONS

Bidders must provide the required certifications to be awarded a contract. Canada will declare a bid non-responsive if the required certifications are not completed and submitted in accordance with the articles below.

Compliance with the certifications Bidders provide to Canada is subject to verification by Canada during the bid evaluation period (before award of a contract) and after award of a contract. The Contracting Authority will have the right to ask for additional information to verify Bidders' compliance with the certifications before award of a contract. The bid will be declared non-responsive if any certification made by the Bidder is untrue, whether made knowingly or unknowingly. Failure to comply with the certifications or to comply with the request of the Contracting Authority for additional information will also render the bid non-responsive.

The certifications listed below should be completed and submitted with the bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

### Mandatory Certifications Required for Phase 1 of the Bid Solicitation

The certifications listed below should be completed and submitted with the Phase 1 Bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

#### 5.1 Code of Conduct and Certifications - Related documentation

- (a) Bidders should provide, with their bids or promptly thereafter, a complete list of names of all individuals who are currently directors of the Bidder. If such a list has not been received by the time the evaluation of bids is completed, the Contracting Authority will inform the Bidder of a time frame within which to provide the information. Bidders must submit the list of directors before contract award, failure to provide such a list within the required time frame will render the bid non-responsive.
- (b) The Contracting Authority may, at any time, request that a Bidder provide properly completed and Signed Consent Forms (*Consent to a Criminal Record Verification form - PWGSC-TPSGC 229*) for any or all individuals named in the aforementioned list within a specified delay. Failure to provide such Consent Forms within the delay will result in the bid being declared non-responsive.

### CERTIFICATIONS REQUIRED FOR PHASE 2 OF THE BID SOLICITATION:

#### 5.2 Certifications Precedent to Contract Award

- (a) The certifications listed below should be completed and submitted with the Phase 2 Bid, but may be submitted afterwards. If any of these required certifications is not completed and submitted as requested, the Contracting Authority will so inform the Bidder and provide the Bidder with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within that time period will render the bid non-responsive.

- (i) **Federal Contractors Program for Employment Equity - Bid Certification**

By submitting a bid, the Bidder certifies that the Bidder, and any of the Bidder's members if the Bidder is a Joint Venture, is not named on the Federal Contractors Program (FCP) for employment equity "FCP Limited Eligibility to Bid" list

([http://www.labour.gc.ca/eng/standards\\_equity/eq/emp/fcp/list/inelig.shtml](http://www.labour.gc.ca/eng/standards_equity/eq/emp/fcp/list/inelig.shtml)) available from Human Resources and Skills Development Canada (HRSDC) - Labour's website.

Canada will have the right to declare a bid non-responsive if the Bidder, or any member of the Bidder if the Bidder is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list at the time of contract award.

Canada will also have the right to terminate the Contract for default if a Contractor, or any member of the Contractor if the Contractor is a Joint Venture, appears on the "FCP Limited Eligibility to Bid" list during the period of the Contract.

The Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, before contract award. If the Bidder is a Joint Venture, the Bidder must provide the Contracting Authority with a completed annex Federal Contractors Program for Employment Equity - Certification, for each member of the Joint Venture.

(ii) **Former Public Servant**

(A) **Information Required**

Contracts awarded to former public servants (FPS) in receipt of a pension or of a lump sum payment must bear the closest public scrutiny, and reflect fairness in the spending of public funds. In order to comply with Treasury Board policies and directives on contracts with FPS, bidders must provide the information required below before contract award.

(B) **Definitions**

For the purposes of this clause, "*former public servant*" is *any former member of a department as defined in the Financial Administration Act, R.S., 1985, c. F-11, a former member of the Canadian Armed Forces or a former member of the Royal Canadian Mounted Police. A former public servant may be:*

an individual;

an individual who has incorporated;

a partnership made of former public servants; or

a sole proprietorship or entity where the affected individual has a controlling or major interest in the entity.

*"lump sum payment period" means the period measured in weeks of salary, for which payment has been made to facilitate the transition to retirement or to other employment as a result of the implementation of various programs to reduce the size of the Public Service. The lump sum payment period does not include the period of severance pay, which is measured in a like manner.*

*"pension" means a pension or annual allowance paid under the Public Service Superannuation Act (PSSA), R.S., 1985, c.P-36, and any increases paid pursuant to the Supplementary Retirement Benefits Act, R.S., 1985, c.S-24 as it affects the PSSA. It does not include pensions payable pursuant to the Canadian Forces Superannuation Act, R.S., 1985, c.C-17, the Defence Services Pension Continuation Act, 1970, c.D-3, the Royal Canadian Mounted Police Pension Continuation Act, 1970, c.R-10, and the Royal Canadian Mounted Police Superannuation Act, R.S., 1985, c.R-11, the Members of Parliament Retiring Allowances Act, R.S., 1985, c.M-5, and that portion of pension payable to the Canada Pension Plan Act, R.S., 1985, c.C-8.*

(C) **Former Public Servant in Receipt of a Pension**

As per the above definitions, is the Bidder a FPS in receipt of a pension? **Yes ( )**  
**No ( )**

If so, the Bidder must provide the following information, for all FPS in receipt of a pension, as applicable:

name of former public servant;

date of termination of employment or retirement from the Public Service.

By providing this information, Bidders agree that the successful Bidder's status, with respect to being a former public servant in receipt of a pension, will be reported on departmental web sites as part of the published proactive disclosure reports in accordance with **Contracting Policy Notice: 2012-2** and the **Guidelines on the Proactive Disclosure of Contracts**.

(iii) Work Force Adjustment Directive

Is the Bidder a FPS who received a lump sum payment pursuant to the terms of the Work Force Adjustment Directive? **Yes ( ) No ( )**

If so, the Bidder must provide the following information:

name of former public servant;

conditions of the lump sum payment incentive;

date of termination of employment;

amount of lump sum payment;

rate of pay on which lump sum payment is based;

period of lump sum payment including start date, end date and number of weeks;

number and amount (professional fees) of other contracts subject to the restrictions of a work force adjustment program.

For all contracts awarded during the lump sum payment period, the total amount of fees that may be paid to a FPS who received a lump sum payment is \$5,000, including Applicable Taxes.

## PART 6 - SECURITY, FINANCIAL AND OTHER REQUIREMENTS

### 6.1 Security Requirement for the participation in Phase 2 of the Solicitation Resulting from Phase 1 of the Bid Solicitation

- (a) Before the responsive Bidders under Phase 1 of the bid solicitation be given the opportunity to participate in Phase 2 of the Solicitation, the following conditions must be met:
- (i) the Bidder must provide the name of all individuals who will participate in Phase 2 of the Solicitation;
  - (ii) The Bidder's personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS**, granted or approved by CISD/PWGSC.
  - (iii) The Bidder MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
  - (iv) The Bidder must, at all times during the performance of Phase 2, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).

### 6.2 Security Requirement for Contract Resulting from Phase 2 of the Bid Solicitation

- (a) Before award of a contract, the following conditions must be met:
- (i) the Bidder must hold a valid organization security clearance as indicated in Part 7 - Resulting Contract Clauses;
  - (ii) the Bidder must provide the name of all individuals who will require access to classified or protected information, assets or sensitive work sites.
  - (iii) **CBSA SECURITY REQUIREMENT:** The Client (CBSA) will conduct its own personnel Reliability Status assessment on the proposed Contractor and its personnel as per the Treasury Board Secretariat of Canada's (TBS) "*Security and Contracting Management Standard*" and the *Policy on Government Security – Personnel Security Standard*, irrespective of whether such assessment has already been conducted under any such policies. The Reliability Status assessment conducted by the CBSA will include a credit check performed by an authorized security official with the CBSA's "*Personnel Security Screening Section*" (PSSS), which is independent of the Public Works and Government Services Canada's (PWGSC), "**Canadian Industrial Security Directorate**" (CISD) and the "**International Industrial Security Directorate**" (IISD).

For each proposed resource, the bidder must submit a completed signed original TBS 330-23 Form – Personnel Screening Consent and Authorization ( <http://www.tbs-sct.gc.ca/tbsf-fsct/330-23-eng.pdf>) upon request of the Contracting Authority prior to Contract Award.

Until the credit check and all other security screening processes required by this Request for Proposal have been completed and the Contractor and its personnel is considered suitable by the CBSA, no contract will be awarded and the recommended Contractor (specifically the Contractor personnel) shall **not** be permitted access to Protected / Classified information or assets, and further, shall **not** be permitted to enter sites where such information or assets are kept.

In the event the Contractor (specifically the Contractor personnel) does not pass the security screening process required by the CBSA, the said Contractor's proposal will be considered non-responsive and the next ranked bidder will be contacted. If only one bid was obtained and the proposed bidder does not meet the security requirement, then, the

contracting officer will determine the next steps in order to ensure all requirements are met.

\*\* Contractor personnel can include in some instances landlords, property management employees and principles of companies when the latter have access to the premises where the CBSA designated or classified information\assets are kept.

- (iv) the Bidder' proposed location of work performance or document safeguarding must meet the security requirement as indicated in Part 7 - Resulting Contract Clauses;
- (v) the Bidder must provide the address(es) of proposed location(s) of work performance or document safeguarding.
- (b) Bidders are reminded to obtain the required security clearance promptly. Any delay in the award of a contract to allow the successful Bidder to obtain the required clearance will be at the entire discretion of the Contracting Authority.
- (c) For additional information on security requirements, Bidders should consult the "Security Requirements for PWGSC Bid Solicitations - Instructions to Bidders" document (<http://tpsgc-pwgsc.gc.ca/app-acq/lc-pl/lc-pl-eng.html#a31>) on the Departmental Standard Procurement Documents Website.
- (d) In the case of a joint venture Bidder, each member of the joint venture must meet the security Requirements.

### 6.3 Financial Capability

- (a) SACC Manual clause A9033T (2012-07-16) Financial Capability applies, except that subsection 3 is deleted and replaced with the following: " the Bidder is a subsidiary of another company, then any financial information required by the Contracting Authority in 1(a) to (f) must also be provided by each level of parent company, up to and including the ultimate parent company. The financial information of a parent company does not satisfy the requirement for the provision of the financial information of the Bidder; however, if the Bidder is a subsidiary of a company and, in the normal course of business, the required financial information is not generated separately for the subsidiary, the financial information of the parent company must be provided. If Canada determines that the Bidder is not financially capable but the parent company is, or if Canada is unable to perform a separate assessment of the Bidder' financial capability because its financial information has been combined with its parent' Canada may, in its sole discretion, award the contract to the Bidder on the condition that one or more parent companies grant a performance guarantee to Canada."
- (b) In the case of a joint venture Bidder, each member of the joint venture must meet the financial capability requirements.

## PART 7 - RESULTING CONTRACT CLAUSES

The following clauses apply to and form part of any contract resulting from the bid solicitation.

### 7.1 Requirement

- (a) \_\_\_\_\_ (the "**Contractor**") agrees to supply to the Client the services described in the Contract, including the Statement of Requirement, in accordance with, and at the prices set out in, the Contract. This includes the deliverables identified in Annex B – Basis of Payment for the following project phases:
- (i) Project Preparation
  - (ii) Blueprint
  - (iii) Realization
  - (iv) Final Preparation
  - (v) Go-Live Support
  - (vi) Run
- (b) **Client:** Under the Contract, the "**Client**" is Canada Border Services Agency (CBSA).
- (c) **Reorganization of Client:** The Contractor's obligation to perform the Work will not be affected by (and no additional fees will be payable as a result of) the renaming, reorganization, reconfiguration, or restructuring of any Client. The reorganization, reconfiguration and restructuring of the Client includes the privatization of the Client, its merger with another entity, or its dissolution, where that dissolution is followed by the creation of another entity or entities with mandates similar to the original Client. In connection with any form of reorganization, Canada may designate another department or government body as the Contracting Authority or Technical Authority, as required to reflect the new roles and responsibilities associated with the reorganization.
- (d) **Defined Terms:** Words and expressions defined in the General Conditions or Supplemental General Conditions and used in the Contract have the meanings given to them in the General Conditions or Supplemental General Conditions. Any reference to an Identified User in the Supply Arrangement is a reference to the Client. Also, any reference to a "deliverable" or "deliverables" includes all documentation outlined in this Contract. A reference to a "local office" of the Contractor means an office having at least one full time employee that is not a shared resource working at that location.

### 7.2 Task Authorization

- (a) **As and When Requested Task Authorizations:** The Work or a portion of the Work to be performed under the Contract will be on an "as and when requested basis" using a Task Authorization (TA). The Work described in the TA must be in accordance with the scope of the Contract. The Contractor must not commence work until a validly issued TA has been issued by Canada and received by the Contractor. The Contractor acknowledges that any work performed before such issuance and receipt will be done at the Contractor's own risk.
- (b) **Form and Content of Task Authorization:**
- (i) The Technical Authority will provide the Contractor with a description of the task in a draft Task Authorization using the form specified in Appendix B to Annex A.
  - (ii) The draft Task Authorization will contain the details of the activities to be performed, and must also contain the following information, if applicable:
    - (A) the task number;

- (B) The date by which the Contractor's response must be received (which will appear in the draft Task Authorization, but not the issued Task Authorization);
  - (C) the details of any financial coding to be used;
  - (D) a description of the work for the task outlining the activities to be performed and identifying any deliverables (such as reports);
  - (E) the start and completion dates;
  - (F) milestone dates for deliverables and payments (if applicable);
  - (G) whether the work requires on-site activities and the location;
  - (H) the level of security clearance required;
  - (I) the price payable to the Contractor for performing the task; and
  - (J) any other constraints that might affect the completion of the task.
- (c) **Contractor's Response to Draft Task Authorization:** The Contractor must provide the Technical Authority, within 5 working days of receiving the draft Task Authorization (or within any longer time period specified in the draft TA), the proposed total price for performing the task and a breakdown of that cost, established in accordance with the Basis of Payment specified in the Contract. The Contractor's quotation must be based on the rates set out in the Contract. The Contractor will not be paid for preparing or providing its response or for providing other information required to prepare and validly issue the TA.
- (d) **Task Authorization Limit and Authorities for Validly Issuing Task Authorizations:**  
To be validly issued, a TA must include the following signature(s):
- (i) for any TA with a value less than or equal to **\$300,000.00** (including Applicable Taxes), the TA must be signed by the Technical Authority; and
  - (ii) for any TA with a value greater than this amount, a TA must be signed by the Technical Authority and the Contracting Authority.
- Any TA that does not bear the appropriate signature(s) is not validly issued by Canada. Any work performed by the Contractor without receiving a validly issued TA is done at the Contractor's own risk. If the Contractor receives a TA that is not appropriately signed, the Contractor must notify the Contracting Authority. By providing written notice to the Contractor, the Contracting Authority may suspend the Client's ability to issue TAs at any time, or reduce the dollar value threshold described in sub-article (A) above; any suspension or reduction notice is effective upon receipt.
- (e) **Periodic Usage Reports:**
- (i) The Contractor must compile and maintain records on its provision of services to the federal government under validly issued TAs issued under the Contract. The Contractor must provide this data to Canada in accordance with the reporting requirements detailed below. If any required information is not available, the Contractor must indicate the reason. If services are not provided during a given period, the Contractor must still provide a "NIL" report. The Contractor must submit the periodic usage reports to the Contracting Authority. From time to time, the Contracting Authority may also require an interim report during a reporting period.
  - (ii) The quarterly periods are defined as follows:
    - (A) April 1 to June 30;
    - (B) July 1 to September 30;
    - (C) October 1 to December 31; and
    - (D) January 1 to March 31.

The data must be submitted to the Contracting Authority after the end of the reporting period.

- (iii) Each report must contain the following information for each validly issued TA (as amended):
- (A) the Task Authorization number and the Task Authorization Revision number(s), if applicable;
  - (B) a title or a brief description of the task;
  - (C) the total estimated cost specified in the TA (Applicable Taxes extra);
  - (D) the total amount (Applicable Taxes extra) expended to date;
  - (E) the start and completion date; and
  - (F) the active status, as applicable (e.g., indicate whether work is in progress or if Canada has cancelled or suspended the TA, etc.).
- (iv) Each report must also contain the following cumulative information for all the validly issued TAs (as amended):
- (A) the amount (Applicable Taxes extra) specified in the contract (as last amended, if applicable) as Canada's total liability to the contractor for all validly issued TAs; and
  - (B) the total amount, Applicable Taxes extra, expended to date against all validly issued TA's.
- (f) **Consolidation of TAs for Administrative Purposes:** The Contract may be amended from time to time to reflect all validly issued Task Authorizations to date, to document the Work performed under those TAs for administrative purposes.

### 7.3 Standard Clauses and Conditions

All clauses and conditions identified in the Contract by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<http://sacc.pwgsc.gc.ca/sacc/index-e.jsp>) issued by Public Works and Government Services Canada.

(a) **General Conditions:**

2035 (2014-03-01), General Conditions - Higher Complexity - Services, apply to and form part of the Contract.

With respect to Section 30 - Termination for Convenience, of General Conditions 2035, Subsection 04 is deleted and replaced with the following Subsections 04, 05 and 06:

4. The total of the amounts, to which the Contractor is entitled to be paid under this section, together with any amounts paid, due or becoming due to the Contractor must not exceed the Contract Price.

5. Where the Contracting Authority terminates the entire Contract and the Articles of Agreement include a Minimum Work Guarantee, the total amount to be paid to the Contractor under the Contract will not exceed the greater of

(a) the total amount the Contractor may be paid under this section, together with any amounts paid, becoming due other than payable under the Minimum Revenue Guarantee, or due to the Contractor as of the date of termination, or

(b) the amount payable under the Minimum Work Guarantee, less any amounts paid, due or otherwise becoming due to the Contractor as of the date of termination.

6. The Contractor will have no claim for damages, compensation, loss of profit, allowance arising out of any termination notice given by Canada under this section except to the extent that this

section expressly provides. The Contractor agrees to repay immediately to Canada the portion of any advance payment that is unliquidated at the date of the termination.

(b) **Supplemental General Conditions:**

The following Supplemental General Conditions:

- (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
- (ii) 4004 (2013-04-25), Supplemental General Conditions - Maintenance and Support Services for Licensed Software
- (iii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;

apply to and form part of the Contract.

#### 7.4 Security Requirement

The following Security Requirement (SRCL and related clausings), as set out under Annex "C", applies to the Contract.

##### SECURITY REQUIREMENT FOR CANADIAN SUPPLIER:

- (a) The Contractor must, at all times during the performance of the Contract, hold a valid Designated Organization Screening (DOS), issued by the Canadian Industrial Security Directorate (CISD), Public Works and Government Services Canada (PWGSC).
- (b) The Contractor personnel requiring access to PROTECTED information, assets or sensitive work site(s) must EACH hold a valid **RELIABILITY STATUS, granted or approved by CISD/PWGSC**, and a valid personnel security screening at the level of RELIABILITY granted by CBSA's Personnel Security Screening Section (PSSS). The CBSA PSSS security screening process will include a credit check.
- (c) The Contractor MUST NOT remove any PROTECTED/CLASSIFIED information from the identified work site(s), and the Contractor must ensure that its personnel are made aware of and comply with this restriction.
- (d) Subcontracts which contain security requirements are NOT to be awarded without the prior written permission of CISD/PWGSC and PSSS/CBSA..
- (e) The Contractor must comply with the provisions of the:
  - (i) Security Requirements Check List attached at Annex "C"; and
  - (ii) the Industrial Security Manual (Latest Edition).

#### 7.5 Contract Period

- (a) **Contract Period:** The "**Contract Period**" is the entire period of time during which the Contractor is obliged to perform the Work, which includes:
  - (i) The "**Initial Contract Period**", which begins on the date the Contract is awarded and ends one (1) year later; and
  - (ii) The period during which the Contract is extended, if Canada chooses to exercise any options set out in the Contract.
- (b) **Option to Extend the Contract:**
  - (i) The Contractor grants to Canada the irrevocable option to extend the term of the Contract by up to two (2) additional one-year period(s) under the same terms and conditions. The Contractor agrees that, during the extended period of the Contract, it will be paid in accordance with the applicable provisions set out in the Basis of Payment.

Solicitation No. - N° de l'invitation 47060-148584	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur 609EL
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

- (ii) Canada may exercise this option at any time by sending a written notice to the Contractor before the expiry date of the Contract. The option may only be exercised by the Contracting Authority, and will be evidenced, for administrative purposes only, through a contract amendment.

**7.6 Authorities**

**(a) Contracting Authority**

The Contracting Authority for the Contract is:

Name: Josée Bastien  
 Title: Supply Specialist  
 Public Works and Government Services Canada  
 Acquisitions Branch  
 Directorate: Informatics and Telecommunications Systems Procurement Directorate  
 Address: 11 Laurier St., Gatineau, Québec  
 Telephone: (819) 956-6770  
 E-mail address: josee.bastien@tpsgc-pwgs.gc.ca

The Contracting Authority is responsible for the management of the Contract and any changes to the Contract must be authorized in writing by the Contracting Authority. The Contractor must not perform work in excess of or outside the scope of the Contract based on verbal or written requests or instructions from anybody other than the Contracting Authority.

**(b) Technical Authority**

The Technical Authority for the Contract is:

Name: \_\_\_\_\_  
 Title: \_\_\_\_\_  
 Organization: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 Telephone: \_\_\_\_\_  
 Facsimile: \_\_\_\_\_  
 E-mail address: \_\_\_\_\_

The Technical Authority is the representative of the department or agency for whom the Work is being carried out under the Contract and is responsible for all matters concerning the technical content of the Work under the Contract. Technical matters may be discussed with the Technical Authority; however, the Technical Authority has no authority to authorize changes to the scope of the Work. Changes to the scope of the Work can only be made through a contract amendment issued by the Contracting Authority.

**(c) Contractor's Representative**

**Note to Bidders:** *The Contractor's Representative, Contracting Authority, Technical Authority and contact information will be identified at the time of contract award.*

**7.7 Payment**

**(a) Basis of Payment**

- (i) **Professional Services provided under a Task Authorization with a Firm Price:** For professional services requested by Canada, in accordance with a validly issued Task Authorization, Canada will pay the Contractor the firm price set out in the Task Authorization (based on the firm, all-inclusive per diem rates set out in Annex B), Applicable Taxes extra.
- (ii) **Maintenance and Support:** For maintenance and support services throughout the Support Period, in accordance with the Contract, Canada will pay the Contractor, the firm price(s)

set out in Annex B, in arrears on a monthly basis, FOB destination, including all customs duties, Applicable Taxes extra.

(iii) **Pre-Authorized Travel and Living Expenses**

Canada will reimburse the Contractor for its pre-authorized travel and living expenses reasonably and properly incurred in the performance of the Work in accordance with the clause titled "Travel and Living" of the Supply Arrangement which is also available at:

[Http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/rfdso-sotli-eng.html](http://www.tpsgc-pwgsc.gc.ca/app-acq/spc-cps/rfdso-sotli-eng.html)

All payments are subject to government audit.

(b) **Competitive Award:** The Contractor acknowledges that the Contract has been awarded as a result of a competitive process. No additional charges will be allowed to compensate for errors, oversights, misconceptions or underestimates made by the Contractor when bidding for the Contract.

(c) **Purpose of Estimates:** All estimated costs contained in the Contract are included solely for the administrative purposes of Canada and do not represent a commitment on the part of Canada to purchase goods or services in these amounts. Any commitment to purchase specific amounts or values of goods or services are described elsewhere in the Contract.

(d) **Limitation of Expenditure** Canada's total liability to the Contractor under the Contract must not exceed the amount set out on page one of the Contract, less any Applicable taxes. With respect to the amount set out on page one of the Contract, Customs duties are included or subject to exemption, and Applicable Taxes are included. Any commitments to purchase specific amounts or values of goods or services are described elsewhere in the Contract.

(i) No increase in the total liability of Canada or in the price of the Work resulting from any design changes, modifications or interpretations of the Work, will be authorized or paid to the Contractor unless these design changes, modifications or interpretations have been approved, in writing, by the Contracting Authority before their incorporation into the Work. The Contractor must not perform any work or provide any service that would result in Canada's total liability being exceeded before obtaining the written approval of the Contracting Authority. The Contractor must notify the Contracting Authority in writing as to the adequacy of this sum when:

(A) it is 75 percent committed, or

(B) 4 months before the Contract expiry date, or

(C) as soon as the Contractor considers that the contract funds provided are inadequate for the completion of the Work,

whichever comes first.

(ii) If the notification is for inadequate contract funds, the Contractor must provide to the Contracting Authority a written estimate for the additional funds required. Providing this information does not increase Canada's liability.

(e) **Method of Payment**

(i) **Method of Payment for Task Authorizations with a Firm Price - Milestone Payments**

For any task authorization issued under the Contract that includes a schedule of milestone payments to be made once specific portions of the work have been completed and accepted, Canada will make milestone payments in accordance with the schedule of milestones detailed in that TA and the payment provisions of the Contract, up to 90%, of the amount claimed and approved by Canada if:

(A) an accurate and complete claim for milestone payment using form PWGSC-TPSGC 1111 ([://www.pwgsc.gc.ca/acquisitions/text/forms/forms-e.html](http://www.pwgsc.gc.ca/acquisitions/text/forms/forms-e.html)) and

any other documents required by the Contract have been submitted in accordance with the invoicing instructions provided in the Contract.

- (B) the total amount for all milestone payments paid by Canada under that TA, does not exceed 90 percent, of the total amount to be paid under the TA;
  - (C) all the certificates appearing on form PWGSC-TPSGC 1111 have been signed by the respective authorized representatives; and
  - (D) all work associated with the milestone and any deliverable required have been completed, delivered, and accepted by Canada.
- (ii) The balance of the amount payable will be paid in accordance with the basis of payment provisions of the Contract following delivery and acceptance of the Work for which milestone payments were made.
- (f) **Method of Payment - Monthly Payment - Maintenance and Support**  
H1008C (2008-05-12), Monthly Payment
- (g) **No Responsibility to Pay for Work not performed due to Closure of Government Offices**
- (i) Where the Contractor, its employees, subcontractors, or agents are providing services on government premises under the Contract and those premises are inaccessible because of the evacuation or closure of government offices, and as a result no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if there had been no evacuation or closure.
  - (ii) If, as a result of any strike or lock-out, the Contractor or its employees, subcontractors or agents cannot obtain access to government premises and, as a result, no work is performed, Canada is not responsible for paying the Contractor for work that otherwise would have been performed if the Contractor had been able to gain access to the premises

## 7.8 Invoicing Instructions

- (a) The Contractor must submit invoices in accordance with the information required in the General Conditions.
- (b) The Contractor's invoice must include a separate line item for each subparagraph in the Basis of Payment provision, and must show all applicable Task Authorization numbers.
- (c) By submitting invoices the Contractor is certifying that the goods and services have been delivered and that all charges are in accordance with the Basis of Payment provision of the Contract, including any charges for work performed by subcontractors.
- (d) The Contractor must provide the original invoice to the Technical Authority, and a copy to the Contracting Authority.

## 7.9 Certifications

- (a) Compliance with the certifications provided by the Contractor in its bid or any TA quotation is a condition of the Contract and subject to verification by Canada during the entire Contract Period. If the Contractor does not comply with any certification or it is determined that any certification made by the Contractor is untrue, whether made knowingly or unknowingly, Canada has the right, under the default provision of the Contract, to terminate the Contract for default.

## 7.10 Federal Contractors Program for Employment Equity - Default by Contractor

The Contractor understands and agrees that, when an Agreement to Implement Employment Equity (AIEE) exists between the Contractor and HRSDC-Labour, the AIEE must remain valid during the entire period of the Contract. If the AIEE becomes invalid, the name of the Contractor will be added to the "FCP Limited

Eligibility to Bid" list. The imposition of such a sanction by HRSDC will constitute the Contractor in default as per the terms of the Contract.

### 7.11 Applicable Laws

The Contract must be interpreted and governed, and the relations between the parties determined, by the laws in force in \_\_\_\_\_. (*insert the name of the province or territory as specified by the Bidder in its bid, if applicable.*)

### 7.12 Priority of Documents

If there is a discrepancy between the wording of any documents that appear on the following list, the wording of the document that first appears on the list has priority over the wording of any document that appears later on the list:

- (a) these Articles of Agreement, including any individual SACC clauses incorporated by reference in these Articles of Agreement;
- (b) Supplemental General Conditions, in the following order:
  - (i) 4002 (2010-08-16), Supplemental General Conditions - Software Development or Modification Services;
  - (ii) 4004 (2013-04-25), Supplemental General Conditions - Maintenance and Support Services for Licensed Software;
  - (iii) 4007 (2010-08-16), Supplemental General Conditions - Canada to Own Intellectual Property Rights in Foreground Information;
- (c) General Conditions 2035 (2014-03-01);
- (d) Annex A, Statement of Work - Annex A including its Appendices as follows:
  - (i) Appendix A to Annex A - Tasking Assessment Procedure;
  - (ii) Appendix B to Annex A - Task Authorization (TA) Form;
  - (iii) Appendix C to Annex A - Certifications at the TA stage;
- (e) Annex B, Basis of Payment;
- (f) Annex C, Security Requirements Check List;
- (g) the signed Task Authorizations;
- (h) Supply Arrangement Number EN537-05IT01/xxx/EI (the "Supply Arrangement"); and
- (i) the Contractor's bid dated \_\_\_\_\_ (*insert date of bid*), as amended \_\_\_\_\_ (*insert date(s) of amendment(s) if applicable.*)

### 7.13 Foreign Nationals (Canadian Contractor)

SACC Manual clause A2000C (2006-06-16) Foreign Nationals (Canadian Contractor)

**Note to Bidders:** *Either this clause or the one that follows, whichever applies (based on whether the successful bidder is a Canadian Contractor or Foreign Contractor), will be included in any resulting contract.*

### 7.14 Foreign Nationals (Foreign Contractor)

SACC Manual clause A2001C (2006-06-16) Foreign Nationals (Foreign Contractor)

### 7.15 Insurance Requirements

**(a) Compliance with Insurance Requirements**

- (i) The Contractor must comply with the insurance requirements specified in this Article. The Contractor must maintain the required insurance coverage for the duration of the Contract. Compliance with the insurance requirements does not release the Contractor from or reduce its liability under the Contract.
- (ii) The Contractor is responsible for deciding if additional insurance coverage is necessary to fulfill its obligation under the Contract and to ensure compliance with any applicable law. Any additional insurance coverage is at the Contractor's expense, and for its own benefit and protection.
- (iii) The Contractor should forward to the Contracting Authority within ten (10) days after the date of award of the Contract a Certificate of Insurance evidencing the insurance coverage. Coverage must be placed with an Insurer licensed to carry out business in Canada and the Certificate of Insurance must confirm that the insurance policy complying with the requirements is in force. If the Certificate of Insurance has not been completed and submitted as requested, the Contracting Authority will so inform the Contractor and provide the Contractor with a time frame within which to meet the requirement. Failure to comply with the request of the Contracting Authority and meet the requirement within the time period will constitute a default under the General Conditions. The Contractor must, if requested by the Contracting Authority, forward to Canada a certified true copy of all applicable insurance policies.

**(b) Commercial General Liability Insurance**

- (i) The Contractor must obtain Commercial General Liability Insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature, but for not less than \$2,000,000 per accident or occurrence and in the annual aggregate.
- (ii) The Commercial General Liability policy must include the following:
  - (A) Additional Insured: Canada is added as an additional insured, but only with respect to liability arising out of the Contractor's performance of the Contract. The interest of Canada should read as follows: Canada, as represented by Public Works and Government Services Canada.
  - (B) Bodily Injury and Property Damage to third parties arising out of the operations of the Contractor.
  - (C) Products and Completed Operations: Coverage for bodily injury or property damage arising out of goods or products manufactured, sold, handled, or distributed by the Contractor and/or arising out of operations that have been completed by the Contractor.
  - (D) Personal Injury: While not limited to, the coverage must include Violation of Privacy, Libel and Slander, False Arrest, Detention or Imprisonment and Defamation of Character.
  - (E) Cross Liability/Separation of Insureds: Without increasing the limit of liability, the policy must protect all insured parties to the full extent of coverage provided. Further, the policy must apply to each Insured in the same manner and to the same extent as if a separate policy had been issued to each.
  - (F) Blanket Contractual Liability: The policy must, on a blanket basis or by specific reference to the Contract, extend to assumed liabilities with respect to contractual provisions.
  - (G) Employees and, if applicable, Volunteers must be included as Additional Insured.
  - (H) Employers' Liability (or confirmation that all employees are covered by Worker's compensation (WSIB) or similar program)

- (I) Broad Form Property Damage including Completed Operations: Expands the Property Damage coverage to include certain losses that would otherwise be excluded by the standard care, custody or control exclusion found in a standard policy.
- (J) Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of policy cancellation.
- (K) If the policy is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (L) Owners' or Contractors' Protective Liability: Covers the damages that the Contractor becomes legally obligated to pay arising out of the operations of a subcontractor.
- (M) Advertising Injury: While not limited to, the endorsement must include coverage for piracy or misappropriation of ideas, or infringement of copyright, trademark, title or slogan.

(c) **Errors and Omissions Liability Insurance**

- (i) The Contractor must obtain Errors and Omissions Liability (a.k.a. Professional Liability) insurance, and maintain it in force throughout the duration of the Contract, in an amount usual for a contract of this nature but for not less than \$1,000,000 per loss and in the annual aggregate, inclusive of defence costs.
- (ii) If the Professional Liability insurance is written on a claims-made basis, coverage must be in place for a period of at least 12 months after the completion or termination of the Contract.
- (iii) The following endorsement must be included:  
Notice of Cancellation: The Insurer will endeavour to provide the Contracting Authority thirty (30) days written notice of cancellation.

**7.16 Limitation of Liability - Information Management/Information Technology**

- (a) This section applies despite any other provision of the Contract and replaces the section of the general conditions entitled "Liability". Any reference in this section to damages caused by the Contractor also includes damages caused by its employees, as well as its subcontractors, agents, and representatives, and any of their employees. This section applies regardless of whether the claim is based in contract, tort, or another cause of action. The Contractor is not liable to Canada with respect to the performance of or failure to perform the Contract, except as described in this section and in any section of the Contract pre-establishing any liquidated damages. The Contractor is only liable for indirect, special or consequential damages to the extent described in this Article, even if it has been made aware of the potential for those damages.
- (b) **First Party Liability:**
  - (i) The Contractor is fully liable for all damages to Canada, including indirect, special or consequential damages, caused by the Contractor's performance or failure to perform the Contract that relate to:
    - (A) any infringement of intellectual property rights to the extent the Contractor breaches the section of the General Conditions entitled "Intellectual Property Infringement and Royalties";
    - (B) physical injury, including death.
  - (ii) The Contractor is liable for all direct damages affecting real or tangible personal property owned, possessed, or occupied by Canada.
  - (iii) Each of the Parties is liable for all direct damages resulting from any breach of confidentiality under the Contract. Each of the Parties is also liable for all indirect, special

or consequential damages in respect of any unauthorized disclosure of the other Party's trade secrets (or trade secrets of a third party provided by one Party to another under the Contract) relating to information technology.

- (iv) The Contractor is liable for all direct damages relating to any encumbrance or claim relating to any portion of the Work for which Canada has made any payment. This does not apply to encumbrances or claims relating to intellectual property rights, which are addressed under (i)(A) above.
- (v) The Contractor is also liable for any other direct damages to Canada caused by the Contractor in any way relating to the Contract, including:
  - (A) any breach of the warranty obligations under the Contract, up to the total amount paid by Canada (including any applicable taxes) for the goods and services affected by the breach of warranty; and
  - (B) Any other direct damages, including all identifiable direct costs to Canada associated with re-procuring the Work from another party if the Contract is terminated either in whole or in part for default, up to an aggregate maximum for this subparagraph (B) of the greater of .75 times the total estimated cost (meaning the dollar amount shown on the first page of the Contract in the cell titled "Total Estimated Cost" or shown on each call-up, purchase order or other document used to order goods or services under this instrument), or \$1,000,000.00.

In any case, the total liability of the Contractor under subparagraph (v) will not exceed the total estimated cost (as defined above) for the Contract or \$1,000,000.00, whichever is more.

- (vi) If Canada's records or data are harmed as a result of the Contractor's negligence or willful act, the Contractor's only liability is, at the Contractor's own expense, to restore Canada's records and data using the most recent back-up kept by Canada. Canada is responsible for maintaining an adequate back-up of its records and data.

(c) **Third Party Claims:**

- (i) Regardless of whether a third party makes its claim against Canada or the Contractor, each Party agrees that it is liable for any damages that it causes to any third party in connection with the Contract as set out in a settlement agreement or as finally determined by a court of competent jurisdiction, where the court determines that the Parties are jointly and severally liable or that one Party is solely and directly liable to the third party. The amount of the liability will be the amount set out in the settlement agreement or determined by the court to have been the Party's portion of the damages to the third party. No settlement agreement is binding on a Party unless its authorized representative has approved the agreement in writing.
- (ii) If Canada is required, as a result of joint and several liability, to pay a third party in respect of damages caused by the Contractor, the Contractor must reimburse Canada by the amount finally determined by a court of competent jurisdiction to be the Contractor's portion of the damages to the third party. However, despite Sub-article (i), with respect to special, indirect, and consequential damages of third parties covered by this Section, the Contractor is only liable for reimbursing Canada for the Contractor's portion of those damages that Canada is required by a court to pay to a third party as a result of joint and several liability that relate to the infringement of a third party's intellectual property rights; physical injury of a third party, including death; damages affecting a third party's real or tangible personal property; liens or encumbrances on any portion of the Work; or breach of confidentiality.
- (iii) The Parties are only liable to one another for damages to third parties to the extent described in this Sub-article (c).

**7.17 Joint Venture Contractor**

- (a) The Contractor confirms that the name of the joint venture is \_\_\_\_\_ and that it is comprised of the following members: *[list all the joint venture members named in the Contractor's original bid]*.
- (b) With respect to the relationship among the members of the joint venture Contractor, each member agrees, represents and warrants (as applicable) that:
- (i) \_\_\_\_\_ has been appointed as the "representative member" of the joint venture Contractor and has fully authority to act as agent for each member regarding all matters relating to the Contract;
  - (ii) by giving notice to the representative member, Canada will be considered to have given notice to all the members of the joint venture Contractor; and
  - (iii) all payments made by Canada to the representative member will act as a release by all the members.
- (c) All the members agree that Canada may terminate the Contract in its discretion if there is a dispute among the members that, in Canada's opinion, affects the performance of the Work in any way.
- (d) All the members are jointly and severally or solidarily liable for the performance of the entire Contract.
- (e) The Contractor acknowledges that any change in the membership of the joint venture (i.e., a change in the number of members or the substitution of another legal entity for an existing member) constitutes an assignment and is subject to the assignment provisions of the General Conditions.
- (f) The Contractor acknowledges that all security and controlled goods requirements in the Contract, if any, apply to each member of the joint venture Contractor.

**Note to Bidders:** *This Article will be deleted if the bidder awarded the contract is not a joint venture. If the contractor is a joint venture, this clause will be completed with information provided in its bid.*

**7.18 Maintenance and Support**

- (a) With respect to the provisions of Supplemental General Conditions 4004:

Licensed Programs	The Licensed Programs to be supported and maintained are: Public Service Collections and Disbursement (PSCD) module of SAP ECC 6.0
Software Support Period	The Contractor will provide second and third tier escalated Solution Support Services for the ARL solution, post application launch, for a period of one year.
Option to Extend Software Support Period	The Contractor grants to Canada the irrevocable option(s) to extend the Software Support Period by one additional 12-month periods, exercisable at any time during the Contract Period. The Contractor agrees that, during the entire Software Support Period, the prices will be those set out in Annex B. The option(s) may only be exercised by the Contracting Authority by notice in writing and will be evidenced, for administrative purposes only, by a contract amendment.
Contractor must provide On-site Support Services	No
Contractor must provide Swift Action Tactical (SWAT) services	No
Contractor must install Software Error	Yes

Solicitation No. - N° de l'invitation 47060-148584	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur 609EL
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

corrections and Maintenance Releases and upgrades	
Contractor must keep track of software releases for the purpose of configuration control	Yes
Contact Information for Accessing the Contractor's Support Services	In accordance with Section 5 of 4004, the Contractor will make its Support Services available through the following:  Toll-free Telephone Access: Required  Toll-free Fax Access: Required  Email Access: Required  The Contractor must respond to all telephone, fax or email communications (with a live service agent) within 60 minutes of the initial time of the Client or User's initial communication.  <i>[Note to Bidders: This information will be completed at the time of contract award with information supplied by the Contractor. Bidders are requested to provide this information in their bids.]</i>
Language of Support Services	The Support Services must be provided in both French and English, based on the choice of the User requesting support.

#### 7.19 Safeguarding Electronic Media

- (a) Before using them on Canada's equipment or sending them to Canada, the Contractor must use a regularly updated product to scan electronically all electronic media used to perform the Work for computer viruses and other coding intended to cause malfunctions. The Contractor must notify Canada if any electronic media used for the Work are found to contain computer viruses or other coding intended to cause malfunctions.
- (b) If magnetically recorded information or documentation is damaged or lost while in the Contractor's care or at any time before it is delivered to Canada in accordance with the Contract, including accidental erasure, the Contractor must immediately replace it at its own expense

#### 7.20 Access to Canada's Property and Facilities

Canada's property, facilities, equipment, documentation, and personnel are not automatically available to the Contractor. If the Contractor would like access to any of these, it is responsible for making a request to the Technical Authority. Unless expressly stated in the Contract, Canada has no obligation to provide any of these to the Contractor. If Canada chooses, in its discretion, to make its property, facilities, equipment, documentation or personnel available to the Contractor to perform the Work, Canada may require an adjustment to the Basis of Payment and additional security requirements may apply.

#### 7.21 Implementation

- (a) **Finalization of Draft Implementation Plan:** Within ten working days of the Contract being awarded, Canada will provide any comments it has regarding the draft implementation plan submitted by the Contractor as part of its bid. The Contractor must update the implementation plan to reflect Canada's comments within five working days and resubmit it to Canada for approval.
- (b) **Implementation of Professional Services:** If similar professional services are currently being provided by another supplier or by Canada's own personnel, the Contractor is responsible for ensuring that the transition to the professional services it provides under the Contract is completed in a way that does not disrupt Canada's operations or users, and does not result in any interim degradation to the timeliness or quality of service. The Contractor is solely responsible for any additional training required by its resources to perform the Work, and time spent by resources on that training or becoming familiar with the Client's environment must not be charged to Canada.

The transition will be considered complete once the Contractor has demonstrated, to the satisfaction of the Technical Authority, that it is ready and able to carry out the Work. The transition must be complete after the Contract is awarded. All costs associated with establishing itself to provide the professional services are the responsibility of the Contractor.

## 7.22 Transition Services at End of Contract Period

The Contractor agrees that, in the period leading up to the end of the Contract Period and for up to three months afterwards, it will make all reasonable efforts to assist Canada in the transition from the Contract to a new contract with another supplier. The Contractor agrees that there will be no charge for these services.

## 7.23 Identification Protocol Responsibilities

The Contractor will be responsible for ensuring that each of its agents, representatives or subcontractors (hereinafter referred to as Contractor Representatives) complies with the following self-identification requirements:

- (a) Contractor Representatives who attend a Government of Canada meeting (whether internal or external to Canada's offices) must identify if an individual is not a permanent employee of the Contractor prior to the commencement of the meeting, to ensure that each meeting participant is aware of the fact that the individual is not a Contractor permanent employee;
- (b) During the performance of any Work at a Government of Canada site, each Contractor Representative must be clearly identified at all times as being a Contractor Representative; and
- (c) If a Contractor Representative requires the use of the Government of Canada's e-mail system in the performance of the Work, then the individual must clearly identify him or herself as an agent or subcontractor of the Contractor in all electronic mail in the signature block as well as under "Properties." This identification protocol must also be used in all other correspondence, communication, and documentation.
- (d) If Canada determines that the Contractor is in breach of any obligation stated in this Article, upon written notice from Canada the Contractor must submit a written action plan describing corrective measures it will implement to eliminate the recurrence of the problem. The Contractor will have five working days to deliver the action plan to the Client and the Contracting Authority, and twenty working days to rectify the underlying problem.
- (e) In addition to any other rights it has under the Contract, Canada may terminate the Contract for default if the corrective measures required of the Contractor described above are not met.

Solicitation No. - N° de l'invitation

47060-148584

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

**ANNEX A**  
**STATEMENT OF WORK**  
**(SEE ATTACHED)**

## APPENDIX A TO ANNEX A TASKING ASSESSMENT PROCEDURE

### 1. TASK AUTHORIZATION (TA) INITIATION

Where a requirement for a specific task has been identified and a TA is to be provided to the Contractor in accordance with the allocation methodology stated in the Contract Article titled "Task Authorization", a Task Authorization Form (TA Form) as attached at Appendix B of Annex "A" will be prepared by the Technical Authority and sent to the Contractor. A TA Form will contain the following information, if applicable:

- i. a task number;
- ii. the date by which the Contractor's quotation must be received by the Technical Authority;
- iii. the required start and completion dates (if any);
- iv. a schedule of milestone completion dates for major work activities, deliverables and payments (if applicable);
- v. whether the work performance will require on-site activities at a given location;
- vi. a description of any travel requirement, including the content and format of any required travel report;
- vii. the level of security clearance required of the Contractor's personnel;
- viii. the maximum TA price payable to the Contractor for performing the task, indicating how the final amount payable will be determined.

### 2. COLLABORATIVE APPROACH TO TASK AUTHORIZATIONS

Task Authorizations will be issued as required in accordance with the terms of the contract and using the following collaborative approach:

- i. CBSA will manage its projects using Task Authorizations (TAs) and a phased approach. Prior to completion of a particular phase of a project (i.e. TA), the Contractor will develop the requirements for the subsequent phase of the project.
- ii. The Contractor will then document the Scope of Work (SOW) for the TA including:
  - i. Description of the tasks and activities to be performed;
  - ii. List of deliverables and acceptance criteria (as applicable);
  - iii. Progress reporting requirements including frequency and content; and
  - iv. Assumptions / Constraints.
- iii. The Contractor is responsible for the overall management of the performance of all aspects of the work set out in the TA including work performed by its subcontractors. CBSA will rely of the expertise of the Contractor to plan and deliver the work in a manner such that all requirements of

CBSA are met. The acceptance of any deliverable by CBSA will not have the effect of limiting any requirement or provision of the Contract or TA unless agreed to by CBSA through a TA Amendment.

- iv. The TA Quotation must detail:
  - i. Work Plan, including milestones and deliverables;
  - ii. Proposed schedule;
  - iii. Proposed Cost to conduct the work, based on Annex B (excluding HST);
- v. The Technical Authority will review the proposed TA Quotation and include any certifications required as detailed in Appendix C to Annex A, for approvals and/or signatures. A copy of the SOW and TA Quotation will be attached to the TA. It is at CBSA's discretion to decide to proceed with any TA.
- vii. CBSA may amend a TA if both parties agree that the essence of the Scope of Work of the TA (including project objectives or schedule) has changed due to shifting business requirements and priorities at CBSA.

### **3. Acceptance**

- 3.1 Once the quotation has been accepted by the Technical Authority, the TA Form will be signed by Canada and provided to the Contractor for signature. All TA Forms estimated at \$300,000.00 or less will be approved and signed by the Technical Authority who will send a copy of the signed TA to the Contracting Authority. All TA Forms estimated at over \$300,000.00 will be signed by the Technical Authority and the Contracting Authority.
- 3.2 The TA Form must be appropriately signed by Canada prior to commencement of any work. The Contractor must not commence work until a fully signed TA Form (the Task Authorization) has been received, and any work performed in its absence is done at the Contractor's own risk.

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

## APPENDIX B TO ANNEX A

## TASK AUTHORIZATION (TA) FORM

<b>CONTRACTOR</b>		<b>CONTRACT NUMBER:</b>	
<b>COMMITMENT #</b>		<b>FINANCIAL CODING:</b>	
<b>TASK NUMBER (AMENDMENT):</b>		<b>ISSUE DATE:</b>	<b>RESPONSE REQUIRED BY:</b>
<b>1. STATEMENT OF WORK (WORK ACTIVITIES, CERTIFICATIONS AND DELIVERABLES)</b>			
SEE ATTACHED FOR STATEMENT OF WORK AND CERTIFICATIONS REQUIRED.			
<b>2. PERIOD OF SERVICES:</b>	<b>FROM (DATE):</b>	<b>To (DATE):</b>	
<b>3. WORK LOCATION:</b>			
<b>4. TRAVEL REQUIREMENTS:</b>			
<b>5. OTHER CONDITIONS/CONSTRAINTS:</b>			
<b>6. LEVEL OF SECURITY CLEARANCE REQUIRED FOR THE CONTRACTOR PERSONNEL:</b>			
<b>7. CONTRACTOR'S RESPONSE:</b>			
<b>PROJECT PHASE - DELIVERABLE</b>	<b>ALL INCLUSIVE FIRM PRICE</b>	<b>TOTAL COST</b>	
<b>APPLICABLE TAXES/HST</b>			
<b>TOTAL LABOUR COST</b>			
<b>TOTAL TRAVEL &amp; LIVING COST</b>			
<b>FIRM TA PRICE</b>			
<b>8. CONTRACTOR'S SIGNATURE</b>			
Name, Title and Signature of Individual Authorized to Sign on behalf of <b>Contractor</b> (type or print)		Signature: _____	
		Date: _____	
<b>9. APPROVAL - SIGNING AUTHORITY</b>			
<b>Signatures (Client)</b>		<b>Signatures (PWGSC)</b>	
Name, Title and Signature of Individual Authorized to sign:			
Technical Authority: _____		Contracting Authority 1: _____	
Date: _____		Date: _____	

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

### TASK AUTHORIZATION (TA) FORM

<b>CONTRACTOR</b>		<b>CONTRACT NUMBER:</b>	
<b>COMMITMENT #</b>		<b>FINANCIAL CODING:</b>	
<b>TASK NUMBER (AMENDMENT):</b>		<b>ISSUE DATE:</b>	<b>RESPONSE REQUIRED BY:</b>

<sup>1</sup> Signature required for projects valued at \$300,000. or more, Applicable Taxes included.

You are requested to sell to her Majesty the Queen in Right of Canada, in accordance with the terms and conditions set out herein, referred to herein, or attached hereto, the services listed herein and in any attached sheets at the price set out thereof.

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

## APPENDIX C TO ANNEX A CERTIFICATION AT THE TA STAGE

The following Certification is to be used, as applicable. If it applies, it must be signed and attached to the Contractor's quotation when it is submitted to Canada.

### 1. SECURITY CLEARANCE

The Contractor is requested to submit the following security information for each proposed resource in response to this Task Authorization.

<b>Security Information</b>	<b>Contractor to insert data</b>
Name of individual as it appears on security clearance application form	
Level of security clearance obtained	
Validity period of security clearance obtained	
Security Screening Certificate and Briefing Form file number	

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

**ANNEX B****BASIS OF PAYMENT**

The Contractor will be paid in accordance with the following Basis of Payment for work performed under the Contract.

In consideration of the Contractor satisfactorily completing the Deliverables listed in this Annex, Canada will pay the Contractor the Firm Price, set out in this Annex, applicable Taxes extra. Canada will pay the Contractor on a deliverable by deliverable basis, following the formal accepted of a deliverable by Canada.

**1. PROJECT PHASES**

<b>PROJECT PLANNING PHASE 1</b>		
<b>#</b>	<b>DELIVERABLE</b>	<b>FIRM PRICE</b>
1	Findings from review of existing Deliverables	\$
2	Updates to Project Roadmap	\$
3	Updates to the ARL Master Work Plan, including Detailed Work Plan	\$
4	Updates to the Deliverables Log	\$
5	Updates to Benefits Realization Plan	\$
6	Phase Close-out Status Report	\$
<b>BLUEPRINT PHASE 2</b>		
<b>#</b>	<b>DELIVERABLE</b>	<b>FIRM PRICE</b>
1	Review and Update Blueprints	\$
2	Develop Functional and Technical Design Specifications based on identified gaps from the Project Preparation Phase	\$
3	Business Processes and Procedures (BPP) and Business Process Mapping (BPM)	\$
4	Solution Management Blueprinting (CBSA/SAP Roadmap)	\$
5	Finalize Solution Manager Configuration required to import Requirements and Blueprint documentation	\$
6	Finalize Training Strategy	\$
7	Testing Strategy and Plan for ARL End-to-end Integration	\$
8	Import Requirements and Blueprint documentation into Solution Manager	\$

Solicitation No. - N° de l'invitation <b>47060-148584</b>	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur <b>609EL</b>
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

9	Retrofit General/Revenue Ledger documentation	\$
10	Update ARL Master Work Plan, including Detailed Work Plan	\$
11	Update Benefits Realization Plan	\$
12	Phase Close-out Status Report	\$

### REALIZATION PHASE 3

#	DELIVERABLE	FIRM PRICE
1	Updates to Core Configuration	\$
2	Updates to Technical and Functional Designs	\$
3	Training Development and Schedule	\$
4	Role Mapping	\$
5	Data Migration Strategy	\$
6	Engagement of Internal and External Stakeholders in Solution Cutover task development	\$
7	Updates to Business Processes and Procedures (BPP) and Business Process Mapping (BPM)	\$
8	Technical Solution Management – Business Process Monitoring for two processes	\$
9	Updates to RICEFW Development and Final Code Review	\$
10	Unit Test and String Tests completed and documented	\$
11	Product Testing completed and documented	\$
12	Performance Testing and Penetration Testing completed and documented	\$
13	Operational Readiness Testing completed and documented	\$
14	Support of User Acceptance Testing	\$
15	Solution Manager implementation according to CBSA Roadmap	\$
16	Updates to Benefits Realization Plan	\$
17	Phase Close-out Status Report	\$

### FINAL PREPARATION PHASE 4

#	DELIVERABLE	FIRM PRICE
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Solicitation No. - N° de l'invitation 47060-148584	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur 609EL
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

1	Business Readiness Check	\$
2	Training Delivery and Training Evaluations	\$
3	Production Support Framework and Processes defined	\$
4	Security / Role and Authorization Management complete (Segregation of Duties, Transaction to role mapping, role to person)	\$
5	Master Data Support Processes established	\$
6	Mock Conversions complete	\$
7	Final Cutover Plan	\$
8	Readiness for Cutover Sign-off	\$
9	Cutover Complete Sign-off	\$
10	Final Production Data Load	\$
11	Solution Manager implementation review	\$
12	Solution Cutover task walkthrough with Internal and External Stakeholders	\$
13	Updates to Benefits Realization Plan	\$
14	Phase Close-out Status Report	\$

**GO-LIVE SUPPORT PHASE 5**

#	DELIVERABLE	FIRM PRICE
1	Develop Approach and Processes for a Usage Health Check	\$
2	Go-Live Training Sessions (mix of channels including classroom and eLearning)	\$
3	Knowledge Support Strategy	\$
4	Support Processes enabled	\$
5	Governance Model for Operations established	\$
6	Solution Manager Up-to-date	\$
7	Updates to Benefits Realization Plan	\$
8	Phase Close-out Status Report	\$

**RUN PHASE 6**

Solicitation No. - N° de l'invitation 47060-148584	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur 609EL
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

#	DELIVERABLE	FIRM PRICE
1	Knowledge Transfer	\$
2	End User Management (On-going process and procedures)	\$
3	Knowledge Management (On-going process and procedures – ongoing training)	\$
4	Technical Operations (On-going process and procedures)	\$
5	Custom Code (On-going process and procedures)	\$
6	Business Processes (On-going process and procedures)	\$
7	Solution Change Management (On-going process and procedures)	\$
8	Incident Management (On-going process and procedures)	\$
9	Test Management (On-going process and procedures – including Automated Testing Strategy)	\$
10	Business Continuity (On-going process and procedures)	\$
11	Job Scheduling (On-going process and procedures)	\$
12	System Administration and System Monitoring (On-going process and procedures)	\$
13	Project Quality Scorecard	\$
14	Finalize Benefits Realization Plan; and	\$
15	Phase Close-out Status Report	\$

## 2. SUPPORT SERVICES

<b>ARL Yearly Solution Support Services</b>			
<b>Deliverable</b>	<b>Total Cost Initial Contract Period</b>	<b>Total Cost Option Year 1</b>	<b>Total Cost Option Year 2</b>
Yearly Upper Tier ARL Support Services (as per SOW section 6)			

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

## **ANNEX C SECURITY REQUIREMENTS CHECK LIST**

The Security Requirement Check List (SRCL) is provided as a separate attachment in PDF format.

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

## **ATTACHMENT 1**

### **PHASE 1 EVALUATION**

### **BIDDER RESPONSE TABLE**

**(SEE ATTACHED)**

Solicitation No. - N° de l'invitation

47060-148584

Amd. No. - N° de la modif.

File No. - N° du dossier

Buyer ID - Id de l'acheteur

609EL

Client Ref. No. - N° de réf. du client

CCC No./N° CCC - FMS No./N° VME

**ATTACHMENT 2**  
**PHASE 2 EVALUATION**  
**BIDDER RESPONSE TABLE**

**(SEE ATTACHED)**

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

## ATTACHMENT 3

### BID SUBMISSION FORM

BID SUBMISSION FORM													
<b>Bidder's full legal name</b>  <i>[Note to Bidders: Bidders who are part of a corporate group should take care to identify the correct corporation as the Bidder.]</i>													
<b>Authorized Representative of Bidder for evaluation purposes (e.g., clarifications)</b>	<table border="1" style="width: 100%;"> <tr> <td style="width: 30%;">Name</td> <td></td> </tr> <tr> <td>Title</td> <td></td> </tr> <tr> <td>Address</td> <td></td> </tr> <tr> <td>Telephone #</td> <td></td> </tr> <tr> <td>Fax #</td> <td></td> </tr> <tr> <td>Email</td> <td></td> </tr> </table>	Name		Title		Address		Telephone #		Fax #		Email	
Name													
Title													
Address													
Telephone #													
Fax #													
Email													
<b>Bidder's Procurement Business Number (PBN)</b> <i>[see the Standard Instructions 2003]</i> <i>[Note to Bidders: Please ensure that the PBN you provide matches the legal name under which you have submitted your bid. If it does not, the Bidder will be determined based on the legal name provided, not based on the PBN, and the Bidder will be required to submit the PBN that matches the legal name of the Bidder.]</i>													
<b>Jurisdiction of Contract:</b> Province in Canada the bidder wishes to be the legal jurisdiction applicable to any resulting contract (if other than as specified in solicitation)													
<b>Former Public Servants</b>  See the Article in Part 5 of the bid solicitation entitled Former Public Servant Certification for a definition of "Former Public Servant".	Is the Bidder a FPS in receipt of a pension as defined in the bid solicitation?  Yes ____ No ____  If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"												
	Is the Bidder a FPS who received a lump sum payment under the terms of a work force reduction program?  Yes ____ No ____  If yes, provide the information required by the Article in Part 5 entitled "Former Public Servant Certification"												

Solicitation No. - N° de l'invitation 47060-148584	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur 609EL
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

<b>Canadian Content Certification</b>  As described in the solicitation, bids with at least 80% Canadian content are being given a preference.  [For the definition of Canadian goods and services, consult the PWGSC SACC clause A3050T]	On behalf of the bidder, by signing below, I confirm that [ <i>check the box that applies</i> ]:	
	At least 80 percent of the bid price consists of Canadian goods and services (as defined in the solicitation)	
	Less than 80 percent of the bid price consists of Canadian goods and services (as defined in the solicitation)	

<b>Federal Contractors Program for Employment Equity (FCP EE) Certification:</b>  If the bidder is exempt, please indicate the basis for the exemption to the right. If the bidder does not fall within the exceptions enumerated to the right, the Program requirements do apply and the bidder is required either to:  (a) submit to the Department of HRSD form LAB 1168, Certificate of Commitment to Implement Employment Equity, DULY SIGNED; or (b) submit a valid Certificate number confirming its adherence to the FCP-EE.  Bidders are requested to include their FCP EE Certification or signed LAB 1168 with their bid; if this information is not provided in the bid, it must be provided upon request by the Contracting Authority during evaluation.  For joint ventures, be sure to provide this information for each of the members of the joint venture.	On behalf of the bidder, by signing below, I also confirm that the bidder [ <i>check the box that applies</i> ]:	
	(a) is not subject to Federal Contractors Program for Employment Equity (FCP-EE), because it has a workforce of less than 100 permanent full or part-time employees in Canada;	
	(b) is not subject to FCP-EE, because it is a regulated employer under the <i>Employment Equity Act</i> ;	
	(c) is subject to the requirements of FCP-EE, because it has a workforce of 100 or more permanent full or part-time employees in Canada, but has not previously obtained a certificate number from the Department of Human Resources and Skills Development (HRSD) (having not bid on requirements of \$200,000 or more), in which case a duly signed certificate of commitment is attached; OR	
	(d) is subject to FCP-EE, and has a valid certification number as follows: _____ (and has not been declared an Ineligible Contractor by HRSD).	

<b>Number of FTEs</b> <i>[Bidders are requested to indicate, the total number of full-time-equivalent positions that would be created and maintained by the bidder if it were awarded the Contract. This information is for information purposes only and will not be evaluated.]</i>	
--	--

<b>Security Clearance Level of Bidder</b> <i>[include both the level and the date it was granted]</i> <b><i>[Note to Bidders: Please ensure that the security clearance matches the legal name of the Bidder. If it does not, the security clearance is not valid for the Bidder.]</i></b>	
--	--

On behalf of the Bidder, by signing below, I confirm that I have read the entire bid solicitation including the documents incorporated by reference into the bid solicitation and I certify that:  1. The Bidder considers itself and its products able to meet all the mandatory requirements described in the bid solicitation; 2. This bid is valid for the period requested in the bid solicitation; 3. All the information provided in the bid is complete, true and accurate; and 4. If the Bidder is awarded a contract, it will accept all the terms and conditions set out in the resulting contract clauses included in the bid solicitation.	
--	--

<b>Signature of Authorized Representative of Bidder</b>	
---	--

**ATTACHMENT 4****BID PRICING TABLE**

The Bidder must submit a all inclusive Firm Price for each of the Deliverable listed in this Attachment.

**1. PROJECT PHASES**

<b>PROJECT PLANNING PHASE - 1</b>		
<b>#</b>	<b>DELIVERABLE</b>	<b>FIRM PRICE</b>
1	Findings from review of existing Deliverables	\$
2	Updates to Project Roadmap	\$
3	Updates to the ARL Master Work Plan, including Detailed Work Plan	\$
4	Updates to the Deliverables Log	\$
5	Updates to Benefits Realization Plan	\$
6	Phase Close-out Status Report	\$
<b>BLUEPRINT PHASE - 2</b>		
<b>#</b>	<b>DELIVERABLE</b>	<b>FIRM PRICE</b>
1	Review and Update Blueprints	\$
2	Develop Functional and Technical Design Specifications based on identified gaps from the Project Preparation Phase	\$
3	Business Processes and Procedures (BPP) and Business Process Mapping (BPM)	\$
4	Solution Management Blueprinting (CBSA/SAP Roadmap)	\$
5	Finalize Solution Manager Configuration required to import Requirements and Blueprint documentation	\$
6	Finalize Training Strategy	\$
7	Testing Strategy and Plan for ARL End-to-end Integration	\$
8	Import Requirements and Blueprint documentation into Solution Manager	\$
9	Retrofit General/Revenue Ledger documentation	\$
10	Update ARL Master Work Plan, including Detailed Work Plan	\$
11	Update Benefits Realization Plan	\$

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

12	Phase Close-out Status Report	\$
<b>REALIZATION PHASE - 3</b>		
#	DELIVERABLE	FIRM PRICE
1	Updates to Core Configuration	\$
2	Updates to Technical and Functional Designs	\$
3	Training Development and Schedule	\$
4	Role Mapping	\$
5	Data Migration Strategy	\$
6	Engagement of Internal and External Stakeholders in Solution Cutover task development	\$
7	Updates to Business Processes and Procedures (BPP) and Business Process Mapping (BPM)	\$
8	Technical Solution Management – Business Process Monitoring for two processes	\$
9	Updates to RICEFW Development and Final Code Review	\$
10	Unit Test and String Tests completed and documented	\$
11	Product Testing completed and documented	\$
12	Performance Testing and Penetration Testing completed and documented	\$
13	Operational Readiness Testing completed and documented	\$
14	Support of User Acceptance Testing	\$
15	Solution Manager implementation according to CBSA Roadmap	\$
16	Updates to Benefits Realization Plan	\$
17	Phase Close-out Status Report	\$
<b>FINAL PREPARATION PHASE - 4</b>		
#	DELIVERABLE	FIRM PRICE
1	Business Readiness Check	\$
2	Training Delivery and Training Evaluations	\$

Solicitation No. - N° de l'invitation

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

47060-148584

609EL

Client Ref. No. - N° de réf. du client

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

3	Production Support Framework and Processes defined	\$
4	Security / Role and Authorization Management complete (Segregation of Duties, Transaction to role mapping, role to person)	\$
5	Master Data Support Processes established	\$
6	Mock Conversions complete	\$
7	Final Cutover Plan	\$
8	Readiness for Cutover Sign-off	\$
9	Cutover Complete Sign-off	\$
10	Final Production Data Load	\$
11	Solution Manager implementation review	\$
12	Solution Cutover task walkthrough with Internal and External Stakeholders	\$
13	Updates to Benefits Realization Plan	\$
14	Phase Close-out Status Report	\$
<b>GO-LIVE SUPPORT PHASE - 5</b>		
<b>#</b>	<b>DELIVERABLE</b>	<b>FIRM PRICE</b>
1	Develop Approach and Processes for a Usage Health Check	\$
2	Go-Live Training Sessions (mix of channels including classroom and eLearning)	\$
3	Knowledge Support Strategy	\$
4	Support Processes enabled	\$
5	Governance Model for Operations established	\$
6	Solution Manager Up-to-date	\$
7	Updates to Benefits Realization Plan	\$
8	Phase Close-out Status Report	\$
<b>RUN PHASE - 6</b>		
<b>#</b>	<b>DELIVERABLE</b>	<b>FIRM PRICE</b>
1	Knowledge Transfer	\$

Solicitation No. - N° de l'invitation 47060-148584	Amd. No. - N° de la modif.	Buyer ID - Id de l'acheteur 609EL
Client Ref. No. - N° de réf. du client	File No. - N° du dossier	CCC No./N° CCC - FMS No./N° VME

2	End User Management (On-going process and procedures)	\$
3	Knowledge Management (On-going process and procedures – ongoing training)	\$
4	Technical Operations (On-going process and procedures)	\$
5	Custom Code (On-going process and procedures)	\$
6	Business Processes (On-going process and procedures)	\$
7	Solution Change Management (On-going process and procedures)	\$
8	Incident Management (On-going process and procedures)	\$
9	Test Management (On-going process and procedures – including Automated Testing Strategy)	\$
10	Business Continuity (On-going process and procedures)	\$
11	Job Scheduling (On-going process and procedures)	\$
12	System Administration and System Monitoring (On-going process and procedures)	\$
13	Project Quality Scorecard	\$
14	Finalize Benefits Realization Plan; and	\$
15	Phase Close-out Status Report	\$

## 2. SUPPORT SERVICES

<b>ARL Yearly Solution Support Services</b>				
<b>Deliverable</b>	<b>A Initial Contract Period</b>	<b>B Option Year 1</b>	<b>C Option Year 2</b>	<b>Total A+B+C</b>
Yearly Upper Tier ARL Support Services (as per SOW section 6)	\$	\$	\$	\$
<b>Total Bid Price - Support Services</b>				\$

### TOTAL BID PRICE

<b>Total Bid Price = 1. Project Phases (Phase 1+Phase 2+Phase 3+Phase 4+Phase 5+Phase 6) + 2. Support Services (Initial Contract Period + Option Year 1 + Option Year 2)</b>	\$
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## **ANNEX A**

### **STATEMENT OF WORK**

#### **1. Systems Integrator**

The selected Contractor will assist CBSA in resetting the ARL project, determining reusable project assets and establishing the plan to complete the ARL project.

Specifically, the Contractor will provide services to lead the completion of the development and implementation into production ("Go-Live") of the ARL solution.

Following the launch of the ARL solution into production ("Go-Live"), the Contractor must provide support to the CBSA for the duration of the Warranty Period of the Contract (Post-ARL Launch). Furthermore, the Contractor will be responsible for training CBSA post go-live support resources, both in the business and IT areas of the support organization.

#### **2. Background and Business Goals**

With the establishment of the Canada Border Services Agency (CBSA) in December 2003, the Agency took over the responsibility of managing the revenue and cash management legacy systems from the Canada Customs and Revenue Agency. These systems are obsolete, not integrated, non-compliant with today's accrual accounting environment, and lack an integrated accounts receivable system. These antiquated systems cause problems as they encumber the Agency's ability to administer, account for, and report financial transactions accurately, efficiently and cost effectively.

Of these legacy systems, the main one, the Customs Commercial System (CCS), was implemented in 1988 to automate many of the processes used to control the import of commercial goods from the point of their release into Canada including the final payment of customs duties. Additional requirements for the CCS such as tax (GST/HST) collection on imported goods, and revenue reporting requirements have placed a significant strain on the system.

The CCS has been patched to a point where its structure has become unwieldy and unstable due to repeated efforts to remedy its most serious functional shortcomings with respect to (1) financial accounting; (2) the support of new or amended programs introduced as a result of client expectations or changes in legislation and/or regulations; and (3) simply making the system more stable and user-friendly. As a result, it has become increasingly difficult and expensive to maintain this system and to adapt it to meet new requirements. Should the system fail, the CBSA would be in a significant risk position of not being able to assess and collect the duties and taxes owed to the Crown from importers which represents 99% of the Agency's revenues.

Furthermore, the CBSA depends on a 25 year-old obsolete application to record its outstanding account receivables (approximately \$170 million at any given time). The risk level of not replacing this non-integrated application is high. The application may fail in one or more sites (5 in total) and outstanding receivables will no longer be identified for collection. Additionally, the company (contractor) that provides support for the maintenance of this obsolete application could at any time cease to support the system leaving the CBSA in a very vulnerable position.

In February 2009, the Standing Committee on Public Accounts (PAC) requested that the CBSA produce a plan to address the comments raised by the Office of the Auditor General's audit of the 2005-06 Public Accounts of Canada about "unexplained differences between the amounts receivable in the general ledger and the various reports taken from the tax program systems". This action follows numerous other PAC, OAG and other criticisms of the situation. In response to the Committee and the OAG, the CBSA is proposing to implement the ARL project. The ARL project will address existing accounting revenue processing difficulties and improve internal controls by integrating and standardizing program functions, maintaining client accounts, controlling accounts receivable information centrally, and further automating revenue programs. ARL will also offer the CBSA commercial clients with an e-Payment option that is highly desirable. Monthly payments of very large sums are now made by clients at numerous CBSA service points with traditional cheques.

ARL will become a supporting ledger with a listing of detailed accounts devoted to each commercial client, which shows how much each client owes the Government of Canada. Each transaction that generates a receivable is listed under that client and a balance by client is then determined. Additionally, ARL is the first phase of a larger project called the CBSA Assessment and Revenue Management (CARM) program. The CARM program seeks to reengineer business processes associated with revenue management and reporting and trade programs, as well as replace existing antiquated systems.

The ARL project needs to be delivered as a priority to address the current limitations. The ARL project will mitigate the most significant risks faced by the Agency, and will address most of the criticisms against revenue management, accounting and reporting processes. Specifically, the ARL project will resolve the immediate shortcomings related to revenue management programs.

The primary goal of the ARL project is to provide the CBSA with its fully integrated client based accounting system, which will simultaneously strengthen CBSA's financial controls and reporting framework. Additional goals include:

1. Provide the CBSA with a financial controls framework which will resolve unexplained differences between the receivables legacy system and the general ledger for financial reporting;
2. Provide the CBSA with increased sustainability for financial statement audit;
3. Centralize accounting information by providing a single repository of commercial client information, which all operational processes and systems will use to retrieve client information;
4. Introduce electronic payment remitting which will significantly decrease the volume of payments made at the border;
5. Provide a process to maintain and manage current accounts receivable by client and refer overdue accounts receivable to CRA for collection;
6. Introduce a process which will allow the CBSA to offset credits against debits, significantly reducing the number of cheques;
7. Assure business continuity by replacing an outdated legacy system, the Temporary Accounts Receivable System (TARS), which is used to record money owing to the CBSA (some \$170 million at any given time) and uses technology that is no longer supported;
8. Provide the CBSA commercial clients with enhanced and comprehensive daily notices and statements of accounts.

### **3. Required Services**

### **3.1 Systems Integration**

The CBSA is seeking to establish a Contract with a Contractor to assist the Agency with its implementation of an Accounts Receivable Ledger (ARL) solution leveraging SAP's Public Sector Collections and Disbursements (PSCD) module. The ARL solution will be the foundation of CBSA's Assessment and Revenue Management (CARM) program, and will support future phases of CARM. The services of a Contractor are required to assist CBSA in resetting the ARL project. The ARL project has been ongoing for several years, and CBSA has determined a Systems Integrator is required to complete this key project. The Contractor will work with CBSA to identify reusable project assets and establish a plan to complete the ARL project. The Contractor will then lead, manage and deliver the ARL solution as per a plan that will be agreed upon with CBSA.

### **3.2 Warranty Period**

The Contractor will provide a Warranty and support on the implemented ARL solution for a period of 12 months, commencing upon the formal acceptance of the ARL solution by the CBSA Project Authority. Refer to Sections 5.5 and 5.6 of this SOW.

### **3.3 Knowledge Transfer**

The Contractor must carry out knowledge transfer to CBSA employees; refer to knowledge transfer reference in Section 5.3.

### **3.4 ARL Solution Support Services (Optional)**

In addition to the requirement for a defined Warranty Period for the ARL solution, the Contractor shall provide second and third tier escalated Solution Support Services for the ARL solution, post application launch, for the Solution Support Period, which shall be at least the period in which the Warranty is in effect. Extensions to this period will be at the discretion of the CBSA Project Authority.

## **4. Business and Technical Environment**

### **4.1 Business Environment**

The ARL solution, which includes cash desk functionality, will be deployed to 20-30 CBSA commercial sites across the country. It is estimated that the population of users will be approximately 1,000 to 1,500, including external users. The majority of the CBSA revenues (\$26B) will be captured in the ARL solution which will then update the Agency's Revenue Ledger. The latter is used by the Agency's Comptrollership Branch to perform its revenue reporting mandate to the Department of Finance and PWGSC. The ARL solution will also contain functionality to process refunds by interfacing with PWGSC who is responsible for cheque issuance.

### **4.2 Technical Environment**

The majority of the ARL solution will be utilizing the SAP Tax and Revenue Suite leveraging the Public Service Collections and Disbursement (PSCD) module of SAP ECC 6.0, Enhancement Pack 5.

The Contractor must adhere to the Accelerated SAP (ASAP) methodology in the completion of the work as the CBSA is embedding ASAP as the standard approach for SAP implementations within the Agency.

The CBSA will provide all necessary physical environments including hardware for the work, to be housed within the CBSA data center.

CBSA will provide the requisite software for the technology stack and the Systems Development Life Cycle (SDLC) toolset.

The bidder will be provided with a comprehensive list of development objects and RICEFW for review.

## **5. Scope of Work**

### **5.1 Functional Scope**

The ARL solution will include the following functional components:

#### **5.1.1 Client Master Data (CLTID)**

An SAP Client identifier which will link existing CBSA identifiers: Business Number (BN), Carrier Code, Account Security Number (ASEC) and Warehouse Operator Number. Client master data and tombstone data will be populated in SAP using client information stored in CCS and other legacy systems.

#### **5.1.2 Cash Desk (CASH)**

The CBSA cashiers will receive a commercial client's payment and will enter the payment information into ARL. ARL will generate a payment receipt with a unique identifier for payments received in the 120 CBSA commercial sites across the country. This payment receipt will also identify payment type (cash, cheque, credit card or debit card).

#### **5.1.3 Manage Invoices (MGINV)**

With respect to the management of invoices, the ARL solution will:

1. Post all debit transactions to a client account;
2. Capture all duty and tax initial assessments;
3. Capture all duty and tax debit and credit adjustments;
4. Capture all penalty assessments;
5. Include invoices generated out of CCS; and
6. Include other manual invoices.

#### **5.1.4 Security Deposit (E29B)**

In the area of Security Deposits, the ARL solution will:

1. Process commercial cash security receipts; and
2. Release and disburse of security deposits.

#### **5.1.5 Incoming Payments (INPMT)**

The ARL solution will post:

1. All credit payments to a client account;
2. Payment information and bank chargeback information for payments received at the Customs offices;
3. Payment and bank chargeback information (bank remitted payments and electronic payments from financial institutions); and
4. Unidentified transactions will be posted to a suspense account.

#### **5.1.6 Account Maintenance (ACMNT)**

With respect to the account maintenance, the ARL solution will:

1. Automate payment allocation;
2. Offset credits against existing debits and vice-versa; and
3. Manage all drawbacks.

#### **5.1.7 Interest Calculation (INTC)**

The ARL solution will calculate penalties, as well as calculate debit (arrears) and credit (refunds) interest.

#### **5.1.8 Correspondence (CORR)**

The ARL solution will

1. Generate a Daily Notice of all transactions from brokers and importers; and
2. Generate Monthly Statement of Account to importers and brokers, including the Consolidated Broker Account Statement by importer.

#### **5.1.9 Disbursements (DSIB)**

With respect to disbursements, the ARL solution will:

1. Generate the disbursements requisition file;
2. Have an external interface with the GoC for actual disbursements of funds;
3. Receive and process the disbursements confirmation file (containing cheque number and cheque issue date); and
4. Update ARL with disbursement returned file (ex. Undelivered).

#### **5.1.10 ARL/RL Integration (INTEG)**

The ARL solution will integrate with the Revenue Ledger (RL) to:

1. Create the reconciliation accounting between the ARL sub-ledger and the revenue ledger; and
2. Provide extensive reporting capability to assist with month-end and year-end closing process.

### 5.1.11 Collections and Dunning (CLCN)

Currently CRA performs the Collections functions on behalf of CBSA. CBSA is currently entertaining the possibility of leveraging the functionality within PSCD to deliver this functionality to support the collection of overdue amount activities.

### 5.1.12 eServices

The eServices component of CARM will expand commercial client's ability to interact electronically with the CBSA. Using the ARL e-Portlet, commercial clients will be able to:

1. Register for ARL e-Portlet access;
2. View Daily Notices (DN) and Statements of Account (SOA);
3. View CARM Business Legal Entity (CBLE) and CARM Business Account (CBA) information;
4. Make electronic payment through third party financial institutions.

## 5.3 Responsibility Scope

The selected Contractor will be responsible for the areas of service listed in the table below. The areas of service listed below are not comprehensive. Additional information about Contractor responsibilities and deliverables is also explained below in Section 5.4, titled "Project Phasing".

Area of Service	Contractor Responsibility	CBSA Responsibility
<b>Project Management</b>	<ul style="list-style-type: none"> <li>• Work with the Program Management Office (PMO) team and be responsible for the delivery of ARL in accordance with the CBSA's project management methodology.</li> <li>• Integrate into existing PMO management processes including those for:               <ul style="list-style-type: none"> <li>○ Integration between Project Teams;</li> <li>○ Scope Management and Change Control;</li> <li>○ Schedule Management;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Lead the PMO.</li> <li>• Provide CBSA's project management methodology.</li> </ul>

	<ul style="list-style-type: none"> <li>○ Time Tracking, including Earned Value);</li> <li>○ Project Financials;</li> <li>○ Quality Assurance;</li> <li>○ Resource Planning and Scheduling;</li> <li>○ Project Governance;</li> <li>○ Project Communications;</li> <li>○ Status Reporting;</li> <li>○ Risk and Issue Management;</li> <li>○ Recording of Action Items, and Records of Decision; and</li> <li>○ Benefits Realization.</li> </ul>	
<b>Project Integration</b>	<ul style="list-style-type: none"> <li>● Lead ARL project integration activities.</li> </ul>	<ul style="list-style-type: none"> <li>● Facilitate project integration activities.</li> </ul>
<b>Collection Process Design and Build</b>	<ul style="list-style-type: none"> <li>● Lead plan, design, build collection process</li> </ul>	<ul style="list-style-type: none"> <li>● Provide business support resources.</li> <li>● Provide business requirements.</li> </ul>
<b>Business Processes and Procedures (BPPs)</b>	<ul style="list-style-type: none"> <li>● Review and complete BPPs as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>● Provide BPPs developed to date.</li> </ul>
<b>Solution Implementation</b>	<ul style="list-style-type: none"> <li>● Review of the ARL solution.</li> <li>● Develop Integration Governance Plan.</li> <li>● Revise Accelerated Blueprint Confirmation Plan.</li> <li>● Execute the Accelerated Blueprint Confirmation Plan.</li> <li>● Develop and implement e-Payment functionality.</li> <li>● Develop and implement the ARL e-Portlet</li> <li>● Complete the solution development of the functional areas described in Section 5.1.</li> <li>● Implementation of the functional areas described in Section 5.1.</li> </ul>	<ul style="list-style-type: none"> <li>● Conduct business analysis as necessary.</li> <li>● Consult and negotiate with Financial Institutions and the Receiver General.</li> </ul>
<b>Implementation of SAP Solution</b>	<ul style="list-style-type: none"> <li>● Implementation of SAP Solution Manager as per</li> </ul>	<ul style="list-style-type: none"> <li>● Support implementation of SAP Solution Manager.</li> </ul>

<b>Manager</b>	<p>CBSA roadmap, including 3<sup>rd</sup> party add-ons for Training, Job Scheduling and Test Automation.</p> <ul style="list-style-type: none"> <li>• Import requirements, blueprint and testing documents into Solution Manager.</li> </ul>	
<b>Solution Testing</b>	<ul style="list-style-type: none"> <li>• Develop ARL Testing Strategy and Plans, including approach to test external Interfaces with Third Parties.</li> <li>• Lead testing activities for the ARL solution, including:             <ul style="list-style-type: none"> <li>○ Unit Testing;</li> <li>○ String Testing;</li> <li>○ Product Testing;</li> <li>○ Performance Testing;</li> <li>○ Penetration Testing;</li> <li>and</li> </ul> </li> <li>• Perform Operational Readiness Testing, including End-to-end involving Interfaces with Third Parties (e.g., GoC and Trade Partners).</li> <li>• Support User Acceptance Testing.</li> <li>• Provide fluent French speaking resources to test and QA the French components of the ARL solution</li> </ul>	<ul style="list-style-type: none"> <li>• Execute User Acceptance Testing</li> </ul>
<b>Business Deployment Approach</b>	<ul style="list-style-type: none"> <li>• Review and update the ARL Business Deployment Approach document as needed.</li> <li>• Facilitate deployment approach for business in collaboration with IT.</li> <li>• Facilitate deployment approach with Third Parties (e.g., GoC and Trade Partners) in collaboration with IT.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead deployment approach for business.</li> </ul>
<b>IT Deployment Approach</b>	<ul style="list-style-type: none"> <li>• Lead the development of the IT Deployment</li> </ul>	<ul style="list-style-type: none"> <li>• Support development of the IT Deployment</li> </ul>

	<p>Approach following the ASAP Methodology v7.2.</p> <ul style="list-style-type: none"> <li>• Validate ARL Technical Architecture</li> <li>• Determine Sizing for ARL Production Environment</li> <li>• Facilitate deployment approach with Third Parties (e.g., GoC and Trade Partners) in collaboration with IT.</li> <li>• Perform a Threat Risk Assessment of the overall ARL solution, and recommend mitigation strategies</li> </ul>	Approach
<b>Solution Cutover and Deployment</b>	<ul style="list-style-type: none"> <li>• Lead planning and execution of the solution cutover.</li> <li>• Plan and execute data migration and conversion, including a minimum of 3 mock conversions.</li> <li>• Design Legacy Solution Decommissioning strategy</li> <li>• Lead the development of a contingency (rollback) plan should issues occur at cut-over.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide components to the solution cutover that will frame the approach</li> <li>• Lead data cleansing and data preparation</li> <li>• Execution of Legacy Solution Decommissioning strategy</li> <li>• Support the development of a contingency (rollback) plan.</li> </ul>
<b>Security Profile Management and Governance Process</b>	<ul style="list-style-type: none"> <li>• Lead design, development, and training of Security Profile Management and Governance Approach.</li> <li>• Develop and execute the implementation plan for Security Profile Management.</li> </ul>	<ul style="list-style-type: none"> <li>• Lead administration of Security Profile Management and Governance Approach.</li> </ul>
<b>Change Management</b>	<ul style="list-style-type: none"> <li>• Provide support to CBSA Change Management Team</li> <li>• Updating role descriptions, as necessary.</li> </ul>	<ul style="list-style-type: none"> <li>• Set direction and lead on the Change Management Strategy and activities.</li> </ul>
<b>Solution Training</b>	<ul style="list-style-type: none"> <li>• Lead training for SAP using ANCILE uPerform and non-SAP components using tools already in place at CBSA.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide CBSA training requirements.</li> <li>• Provide team member resources to support training activities.</li> </ul>

	<ul style="list-style-type: none"> <li>• Develop the Training Strategy</li> <li>• Design and develop the Training Program and Curriculums.</li> <li>• Perform Usability Testing of the Training Modules and content.</li> <li>• Responsible Quality Assurance of final training materials in English and French.</li> <li>• Deliver the training in English and French for both internal and external stakeholders.</li> </ul>	<p>training activities.</p> <ul style="list-style-type: none"> <li>• Responsible for obtaining French translations.</li> </ul>
<b>Post Go-Live Support</b>	<ul style="list-style-type: none"> <li>• Lead the design of the ARL support approach for ARL e-Portlet, payment, collections and back-office processes. The approach should include process definition, roles and responsibilities, as well as organization structure and sizing.</li> <li>• Responsible for training CBSA post go-live support resources, both in the business and IT areas of the support organization.</li> <li>• Provide assistance to CBSA support resources during transition period after post go-live.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for staffing post go-live support resources.</li> <li>• Participate in workshops to define process, roles and responsibilities as well as organization structure and sizing.</li> </ul>
<b>Knowledge Transfer</b>	<ul style="list-style-type: none"> <li>• Lead the development and execution of the ARL Knowledge Transfer Plan, in order to transition Contractor held knowledge to CBSA resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide input to Knowledge Transfer Plan.</li> </ul>

**Additional considerations about responsibilities**

The Contractor will align its efforts with the project governance and management structure established by the CBSA.

The Contractor's deployed resources will be responsible for directing, advising, and participating in activities in support of the CBSA's ARL solution implementation, to the satisfaction of the CBSA Project Authority.

The Contractor will work collaboratively, cooperatively, and in good faith with the Agency and any other Contractor or Third Parties that the Agency utilizes in the completion of the ARL project.

## **5.4 Project Phasing**

For ARL, the CBSA will be following the Accelerated SAP (ASAP) Methodology v7.2. Based on this approach, project phases are broken down into:

1. Project Preparation
2. Blueprint
3. Realization
4. Final Preparation
5. Go-Live Support
6. Run

The Contractor must adhere to the Accelerated SAP Methodology in the completion of the work. Updated definitions for each phase are available on SAP's online resources.

### **5.4.1 Project Preparation Phase**

The Contractor will provide a proposed Integration Governance Plan, as a basis for establishing the methodology and governance processes for undertaking the project, including areas of responsibility and a defined process for determining reusable project assets and utilizing (where available) CBSA resources within its work teams (to be cost effective for the CBSA) and to promote CBSA internal skills and abilities with the required technologies.

The Contractor will finalize and provide an Accelerated Blueprint Confirmation work plan, with the associated resource estimates to assist the CBSA with resetting the project and establishing the plan to complete the ARL solution while leveraging work done to date.

Upon Contract Award, as part of the Project Preparation Phase a review will be carried-out by the Contractor with Agency resources to confirm the current status of the project and discuss the timing of the elements of the work to be completed under the Project Preparation Phase.

The services to be addressed in the Project Preparation phase include:

- Project Planning and Scoping;
- Project Reporting;
- Risk and Issues Management;
- Project Scope Change Request Management; and
- Establish Governance Processes.

In order to kick off this Project Preparation Phase of the ARL project, the Contractor will undertake the following activities:

- Update inventory of project documentation;
- Develop Work Plan for the subsequent ARL project phases;
- Prepare a plan to review the processes and deliverables
- Prepare an organizational chart
- Prepare a deliverables list for this Project Preparation Phase
- Conduct kick-off meeting

As part of the Project Preparation Phase of the ARL project, the Contractor in conjunction with stakeholders will review and identify gaps for the following existing deliverables:

### **Project and Quality Management Deliverables**

- Project Charter;
- Project Management Plan;
- Master Work Plan;
- Deliverables Log; and
- Quality Management Plan.

### **Process and Application Deliverables**

- Business Requirements Matrix;
- As-Is System Landscape;
- SAP Review of Solution configuration and RICEFW objects (for the determination of reusable project assets);
- Business Blueprint;
- Segregation of Duties and Role Matrix;
- Process Controls Framework;
- Business Process Master List (BPML);
- RICEFW (Reports, Interfaces, Conversions, Enhancements, Forms, Workflows) List;
- RICEFW Approach and Standards;
- Data Conversion Strategy;
- Interface Strategy;
- Test Strategy;
- Functional Design Specifications for RICEFW objects;
- Technical Design Specifications for RICEFW objects;
- Role to Position Mapping;
- Implementation of Collections;
- e-Payment Design;
- ARL e-Portlet Design;
- Unit and String Test Scripts;
- Business Process Procedures (BPP) and Business Process Mapping (BPM); and
- Year-end Reports.

### **Technology Deliverables:**

- Environment Strategy;

- End-state Architecture;
- Physical Landscape;
- SAP environments established/required for the support of the ARL project and production including sizing;
- Processes for environment creation and refreshes;
- Process for transport of SAP configuration and development objects;
- Solution Manager set up and integrity; and
- Architecture for Batch Job Scheduler.

#### **Organizational Change Management Deliverables:**

- Stakeholder Analysis;
- Change Impact Assessment;
- Organizational Change Management (OCM) Strategy and Plans; and
- Training Strategy and Plans.

#### **Deployment Deliverables:**

- Legacy System Decommissioning Strategy; and
- Deployment Strategy and Plans.

Following the activities from the Project Preparation Phase, CBSA expects the Contractor to provide the following deliverables:

- Findings from review of existing Deliverables;
- Updates to Project Roadmap;
- Updates to the ARL Master Work Plan, including Detailed Work Plan;
- Updates to the Deliverables Log;
- Updates to Benefits Realization Plan; and
- Phase Close-out Status Report.

#### **5.4.2 Blueprint Phase**

As part of the Blueprint Phase the Contractor will be responsible for proposing the required activities to complete this Phase. All activities must be aligned with the ASAP Methodology v7.2. Within this Phase, CBSA expects the Contractor to complete activities and deliverables such as:

- Review and Update Blueprints;
- Develop Functional and Technical Design Specifications based on identified gaps from the Project Preparation Phase;
- Business Processes and Procedures (BPP) and Business Process Mapping (BPM);
- Solution Management Blueprinting (CBSA SAP Roadmap);
- Finalize Solution Manager Configuration required to import Requirements and Blueprint documentation;
- Finalize Training Strategy;
- Testing Strategy and Plan for ARL End-to-end Integration with Third Parties;
- Import Requirements and Blueprint documentation into Solution Manager;
- Retrofit General Ledger and Revenue Ledger documentation;
- Update ARL Master Work Plan, including Detailed Work Plan;

- Update Benefits Realization Plan; and
- Phase Close-out Status Report.

### 5.4.3 Realization Phase

As part of the Realization Phase the Contractor will be responsible for proposing the required activities to complete this Phase. All activities must be aligned with the ASAP Methodology v7.2. Within this Phase, CBSA expects the Contractor to complete activities and deliverables such as:

- Updates to Core Configuration;
- Updates to Technical and Functional Designs;
- Training Development and Schedule;
- Role Mapping;
- Data Migration Strategy;
- Engagement of Internal and External Stakeholders in Solution Cutover task development;
- Updates to Business Processes and Procedures (BPP) and Business Process Mapping (BPM);
- Technical Solution Management – Business Process Monitoring for two processes;
- Updates to RICEFW Development and Final Code Review;
- Unit Test and String Tests completed and documented;
- Product Testing completed and documented;
- Performance Testing and Penetration Testing completed and documented;
- Operational Readiness Testing completed and documented;
- Support of User Acceptance Testing;
- Solution Manager implementation according to CBSA Roadmap;
- Updates to Benefits Realization Plan; and
- Phase Close-out Status Report.

### 5.4.4 Final Preparation Phase

As part of the Final Preparation Phase the Contractor will be responsible for proposing the required activities to complete this Phase. All activities must be aligned with the ASAP Methodology v7.2. Within this Phase, CBSA expects the Contractor to complete activities and deliverables such as:

- Business Readiness Check;
- Training Delivery and Training Evaluations;
- Production Support Framework and Processes defined;
- Security, Role and Authorization Management complete (Segregation of Duties, Transaction to role mapping, role to person);
- Master Data Support Processes established;
- Mock Conversions complete;
- Final Cutover Plan;
- Readiness for Cutover Sign-off;
- Cutover Complete Sign-off;
- Final Production Data Load;
- Solution Manager implementation review;
- Solution Cutover task walkthrough with Internal and External Stakeholders;
- Updates to Benefits Realization Plan; and

- Phase Close-out Status Report.

#### **5.4.5 Go-Live Support Phase**

As part of the Go-Live Support Phase the Contractor will be responsible for proposing the required activities to complete this Phase. All activities must be aligned with the ASAP Methodology v7.2. Within this Phase, CBSA expects the Contractor to complete activities and deliverables such as:

- Develop Approach and Processes for a Usage Health Check;
- Go-Live Training Sessions (mix of channels including classroom and eLearning);
- Knowledge Support Strategy;
- Support Processes enabled;
- Governance Model for Operations established;
- Solution Manager Up-to-date;
- Updates to Benefits Realization Plan; and
- Phase Close-out Status Report.

#### **5.4.6 Run Phase**

As part of the Run Phase the Contractor will be responsible for proposing the required activities to complete this Phase. All activities must be aligned with the ASAP Methodology v7.2. Within this Phase, CBSA expects the Contractor to complete activities and deliverables such as:

- Knowledge Transfer;
- End User Management (On-going process and procedures);
- Knowledge Management (On-going process and procedures – ongoing training);
- Technical Operations (On-going process and procedures);
- Custom Code (On-going process and procedures);
- Business Processes (On-going process and procedures);
- Solution Change Management (On-going process and procedures);
- Incident Management (On-going process and procedures);
- Test Management (On-going process and procedures – including Automated Testing Strategy);
- Business Continuity (On-going process and procedures);
- Job Scheduling (On-going process and procedures);
- System Administration and System Monitoring (On-going process and procedures);
- Project Quality Scorecard;
- Finalize Benefits Realization Plan; and
- Phase Close-out Status Report.

### **5.5 ARL Solution Warranty**

The solutions offered through this Contract must be warranted against defects for no less than 12 months after implementation. During the Warranty Period, all bug fixes and product patches, including SAP OSS Notes, will be provided to CBSA at no additional cost to CBSA.

Despite inspection and acceptance of the ARL solution by Canada, if during the Warranty Period post production launch of the ARL solution, Canada notifies the Contractor in writing of any failure of the ARL solution to perform in accordance with the Functional Specifications or any other requirement of the Contract, the Contractor must, within 10 business days, provide corrections to the ARL solution. Support covered by the ARL solution Warranty is required to be provided on-site in the National Capital Region (NCR).

The Contractor is responsible to fix any configuration or RICEFW objects performed as part of the ARL solution.

As part of the ARL solution Warranty, the Contractor shall submit a monthly Support Status Report that includes, at a minimum:

- Support availability and responsiveness to support requests;
- Measured response times to correct reported software errors (both error correction and notification services);
- Number of tickets that were opened and closed, categorized by severity;
- Response and resolution times; and
- Identification and explanation of any deficiencies identified, provide suggested plans for their correction, as well as an identification of changes (upwards or downwards) from previous months' performance.

Where appropriate, the Contractor will prepare Service Improvement Plans (SIPs) to address service level performance issues, at the direction of the Agency. Each SIP document will describe the area for improvement, the action items require to address the area for improvement, the due dates for all action items, and the method of evaluation to demonstrate the improvement has been achieved.

## **5.6 ARL Solution Support Services (Optional)**

In addition to the requirement for a defined Warranty Period for the ARL solution, the Contractor will provide second and third tier escalated Solution Support Services for the ARL solution, post application launch, for the Solution Support Period, which will be in effect during the Warranty Period. Extensions to the Solution Support Period will be at the discretion of the CBSA Project Authority.

As part of the Final Preparation Phase, the specifics of the interaction and escalation process between CBSA's first tier support services and the Contractor's upper tier Solution Support Services will be addressed through the development of the Production Support Framework and Processes deliverable.

For the Solution Support Period the Contractor must provide to the CBSA access to the Contractor's support personnel. Canada's access to the Contractor's personnel must include telephone, fax, e-mail, and on-site in the location where Solution Support Services are being performed. The Contractor shall maintain and be responsible for any costs for any telephone line(s) and Internet access for use in connection with the Solution Support Services.

CBSA will appoint designated representatives who will be the only individual(s) entitled to access the Solution Support Services on behalf of the CBSA. However, the CBSA may change any designated representative by subsequent notice to the Contractor.

The Contractor's second and third tier Solution Support Services will be subject to ongoing transactional client measurement, and monitoring in the form of a Service Level Agreement (SLA).

## **6. Deliverables**

### **6.1 List of Deliverables**

The deliverables required will include the deliverables cited within ASAP Methodology v7.2. The Contractor may suggest to exclude a subset of those deliverables. In addition to ASAP Methodology v7.2 deliverables, the Contractor must provide deliverables associated with other identified responsibilities as identified in Section 5.3 (Responsibility Scope).

CBSA expects the Contractor to complete the activities and deliverables listed in Section 5.4 (Project Phasing).

### **6.2 Deliverable Format**

It is the responsibility of the Contractor to ensure that all deliverables and services provided are in conformance with the CBSA's standard desktop software, currently, Microsoft Office Suite (including Word, Excel, and PowerPoint) version 2010.

Any diagrams or related documents (e.g. workflow diagrams, logical data models, etc.) provided by the Contractor are to be compatible with the CBSA's standard software, Microsoft Office Visio 2010.

Since the Agency's ARL solution and related public user interfaces (for commercial clients) will be made available in both Official Languages, the Contractor's deployed resources must be capable of working with content in both languages.

Where bilingual deliverables are required, CBSA will arrange for and pay for translation services. However the Contractor remains accountable for the final version of the deliverable in both official languages.

### **6.3 Status Updates**

The Contractor's must report to the Agency on a weekly basis (or as-required by the Agency Project Authority) on the status of activities for which the Contractor's resources are responsible, including the identification of risks or issues impacting the ARL project timeline, and any corrective actions taken.

## **7. Government Representative and Support**

As required for the completion of work, the CBSA will provide:

- Access to CBSA's facilities including those technical environments for development and testing of the ARL solution, as necessary for the successful completion of the Contractor's work;

- Access to the CBSA Project Authority and/or other CBSA personnel as required for meetings, consultations, and information for the successful completion of the Contractor's work;
- Access to relevant documentation and reference materials to which the Contractor would not otherwise have access, as required to complete the Work; and
- Review of submissions and deliverables, as required, and the provision of comments/suggested revisions, in a timely manner;

## APPENDIX A - DEFINITIONS AND APPLICABLE DOCUMENTS

The following list of terms and acronyms is not exhaustive, but rather is intended to ensure clarity of understanding of critical terms used within this Statement of Work.

Term/Acronym	Definition
ABAP	<p>“Advanced Business Application Programming.”</p> <p>It is a high-level programming language, part of SAP AG’s NetWeaver platform for building business applications. It is the language for programming the SAP Application Server, and to allow customers to enhance SAP applications by developing custom reports and interfaces.</p>
COTS	<p>Commercial-Off-The-Shelf.</p>
RICEFW	<p>“Reports, Interface, Conversion, Enhancements, Forms and Workflow.”</p> <p>Reports - Development of customized reports in ABAP, for example.</p> <p>Interface - Some business processes may be maintained in external systems. For example Payroll, Fixed Assets, Dispute management etc. These external activities may need postings in SAP. Interface programs are developed to automate the postings in SAP.</p> <p>Conversion - Conversion of Legacy data to loadable format into SAP. The process consists of: Extraction of legacy data from legacy systems, Transformation of data into loadable format and Loading the data into SAP.</p> <p>Enhancements – Generally, in the case of large implementations, a Global template Blue-print will be prepared and followed. If a client’s code needs additional configuration to meet specific requirements, the template will be enhanced with new configurations.</p> <p>Forms - Development of layouts for Invoices, Account statements, Delivery notes, etc.</p> <p>Workflow - Development of approval flow logic in SAP. For example, GL master data changes should follow specific approval process.</p>

Term/Acronym	Definition
SAP ECC	<p>SAP Enterprise Central Component (ECC) is the name for the modules comprising the former SAP R/3. It contains the following solutions:</p> <ul style="list-style-type: none"> <li>SAP ERP Financials;</li> <li>SAP ERP Human Capital Management; and</li> <li>SAP ERP Operations.</li> </ul> <p>SAP's solution includes a number of functional modules, which support transactions to execute key business processes, including:</p> <ul style="list-style-type: none"> <li>Financial Accounting (FI)</li> <li>Financial Supply Chain Management (FSCM)</li> <li>Controlling (CO)</li> <li>Materials Management (MM)</li> <li>Sales and Distribution (SD)</li> <li>Logistics Execution (LE)</li> <li>Production Planning (PP)</li> <li>Quality Management (QM)</li> <li>Plant Maintenance (PM)</li> <li>Project System (PS)</li> <li>Human Resources (HR)</li> </ul>
SAP PSCD	<p>SAP Public Sector Collection and Disbursement (PSCD) is the industry-specific solution of Contract Accounts Receivable and Payable for the Public Sector. For historical reasons this solution is also called Public Sector Contract Accounting.</p> <p>PSCD is an enhancement of the standard system and can have integrated relationships with other components of the system. The components that are integrated depend on the specific requirements of the organization. The basic requirement for using PSCD is integration with the General Ledger Accounting (FI-GL) component.</p>
TBS	Treasury Board Secretariat (of Canada)
Warranty Period	The period of no less than 12 months commencing on the date of acceptance of the whole of the Work (i.e. ARL solution) by Canada, with the exception only of warranty work.



Government of Canada / Gouvernement du Canada

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**SECURITY REQUIREMENTS CHECK LIST (SRCL)**  
**LISTE DE VÉRIFICATION DES EXIGENCES RELATIVES À LA SÉCURITÉ (LVERS)**

PART A - CONTRACT INFORMATION / PARTIE A - INFORMATION CONTRACTUELLE		
1. Originating Government Department or Organization / Ministère ou organisme gouvernemental d'origine <b>CBSA</b>		2. Branch or Directorate / Direction générale ou Direction <b>CARM</b>
3. a) Subcontract Number / Numéro du contrat de sous-traitance	3. b) Name and Address of Subcontractor / Nom et adresse du sous-traitant	
4. Brief Description of Work / Brève description du travail Systems Integrator		
5. a) Will the supplier require access to Controlled Goods? Le fournisseur aura-t-il accès à des marchandises contrôlées?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
5. b) Will the supplier require access to unclassified military technical data subject to the provisions of the Technical Data Control Regulations? Le fournisseur aura-t-il accès à des données techniques militaires non classifiées qui sont assujetties aux dispositions du Règlement sur le contrôle des données techniques?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. Indicate the type of access required / Indiquer le type d'accès requis		
6. a) Will the supplier and its employees require access to PROTECTED and/or CLASSIFIED information or assets? Le fournisseur ainsi que les employés auront-ils accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS? (Specify the level of access using the chart in Question 7. c.) (Préciser le niveau d'accès en utilisant le tableau qui se trouve à la question 7. c.)		<input type="checkbox"/> No / Non <input checked="" type="checkbox"/> Yes / Oui
6. b) Will the supplier and its employees (e.g. cleaners, maintenance personnel) require access to restricted access areas? No access to PROTECTED and/or CLASSIFIED information or assets is permitted. Le fournisseur et ses employés (p. ex. nettoyeurs, personnel d'entretien) auront-ils accès à des zones d'accès restreintes? L'accès à des renseignements ou à des biens PROTÉGÉS et/ou CLASSIFIÉS n'est pas autorisé.		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
6. c) Is this a commercial courier or delivery requirement with no overnight storage? S'agit-il d'un contrat de messagerie ou de livraison commerciale sans entreposage de nuit?		<input checked="" type="checkbox"/> No / Non <input type="checkbox"/> Yes / Oui
7. a) Indicate the type of information that the supplier will be required to access / Indiquer le type d'information auquel le fournisseur devra avoir accès		
Canada <input checked="" type="checkbox"/>	NATO / OTAN <input type="checkbox"/>	Foreign / Étranger <input type="checkbox"/>
7. b) Release restrictions / Restrictions relatives à la diffusion		
No release restrictions / Aucune restriction relative à la diffusion <input checked="" type="checkbox"/> <i>15</i>	All NATO countries / Tous les pays de l'OTAN <input type="checkbox"/>	No release restrictions / Aucune restriction relative à la diffusion <input type="checkbox"/>
Not releasable / À ne pas diffuser <input type="checkbox"/>		
Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>	Restricted to: / Limité à: <input type="checkbox"/>
Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:	Specify country(ies): / Préciser le(s) pays:
7. c) Level of information / Niveau d'information		
PROTECTED A / PROTÉGÉ A <input checked="" type="checkbox"/>	NATO UNCLASSIFIED / NATO NON CLASSIFIÉ <input type="checkbox"/>	PROTECTED A / PROTÉGÉ A <input type="checkbox"/>
PROTECTED B / PROTÉGÉ B <input checked="" type="checkbox"/>	NATO RESTRICTED / NATO DIFFUSION RESTREINTE <input type="checkbox"/>	PROTECTED B / PROTÉGÉ B <input type="checkbox"/>
PROTECTED C / PROTÉGÉ C <input type="checkbox"/>	NATO CONFIDENTIAL / NATO CONFIDENTIEL <input type="checkbox"/>	PROTECTED C / PROTÉGÉ C <input type="checkbox"/>
CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>	NATO SECRET / NATO SECRET <input type="checkbox"/>	CONFIDENTIAL / CONFIDENTIEL <input type="checkbox"/>
SECRET <input type="checkbox"/>	COSMIC TOP SECRET / COSMIC TRÈS SECRET <input type="checkbox"/>	SECRET / SECRET <input type="checkbox"/>
TOP SECRET / TRÈS SECRET <input type="checkbox"/>		TOP SECRET / TRÈS SECRET <input type="checkbox"/>
TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>		TOP SECRET (SIGINT) / TRÈS SECRET (SIGINT) <input type="checkbox"/>



Contract Number / Numéro du contrat
Security Classification / Classification de sécurité

**PART A (continued) / PARTIE A (suite)**

8. Will the supplier require access to PROTECTED and/or CLASSIFIED COMSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens COMSEC désignés PROTÉGÉS et/ou CLASSIFIÉS?  
If Yes, indicate the level of sensitivity:  
Dans l'affirmative, indiquer le niveau de sensibilité:

No / Non  Yes / Oui

9. Will the supplier require access to extremely sensitive INFOSEC information or assets?  
Le fournisseur aura-t-il accès à des renseignements ou à des biens INFOSEC de nature extrêmement délicate?

No / Non  Yes / Oui

Short Title(s) of material / Titre(s) abrégé(s) du matériel:  
Document Number / Numéro du document:

**PART B - PERSONNEL (SUPPLIER) / PARTIE B - PERSONNEL (FOURNISSEUR)**

10. a) Personnel security screening level required / Niveau de contrôle de la sécurité du personnel requis

<input checked="" type="checkbox"/> RELIABILITY STATUS COTE DE FIABILITÉ	<input type="checkbox"/> CONFIDENTIAL CONFIDENTIEL	<input type="checkbox"/> SECRET SECRET	<input type="checkbox"/> TOP SECRET TRÈS SECRET
<input type="checkbox"/> TOP SECRET - SIGINT TRÈS SECRET - SIGINT	<input type="checkbox"/> NATO CONFIDENTIAL NATO CONFIDENTIEL	<input type="checkbox"/> NATO SECRET NATO SECRET	<input type="checkbox"/> COSMIC TOP SECRET COSMIC TRÈS SECRET
<input type="checkbox"/> SITE ACCESS ACCÈS AUX EMPLACEMENTS			

Special comments:  
Commentaires spéciaux: \_\_\_\_\_

NOTE: If multiple levels of screening are identified, a Security Classification Guide must be provided.  
REMARQUE: Si plusieurs niveaux de contrôle de sécurité sont requis, un guide de classification de la sécurité doit être fourni.

10. b) May unscreened personnel be used for portions of the work?  
Du personnel sans autorisation sécuritaire peut-il se voir confier des parties du travail?  
If Yes, will unscreened personnel be escorted?  
Dans l'affirmative, le personnel en question sera-t-il escorté?

No / Non  Yes / Oui

No / Non  Yes / Oui

**PART C - SAFEGUARDS (SUPPLIER) / PARTIE C - MESURES DE PROTECTION (FOURNISSEUR)**

**INFORMATION / ASSETS / RENSEIGNEMENTS / BIENS**

11. a) Will the supplier be required to receive and store PROTECTED and/or CLASSIFIED information or assets on its site or premises?  
Le fournisseur sera-t-il tenu de recevoir et d'entreposer sur place des renseignements ou des biens PROTÉGÉS et/ou CLASSIFIÉS?

No / Non  Yes / Oui

11. b) Will the supplier be required to safeguard COMSEC information or assets?  
Le fournisseur sera-t-il tenu de protéger des renseignements ou des biens COMSEC?

No / Non  Yes / Oui

**PRODUCTION**

11. c) Will the production (manufacture, and/or repair and/or modification) of PROTECTED and/or CLASSIFIED material or equipment occur at the supplier's site or premises?  
Les installations du fournisseur serviront-elles à la production (fabrication et/ou réparation et/ou modification) de matériel PROTÉGÉ et/ou CLASSIFIÉ?

No / Non  Yes / Oui

**INFORMATION TECHNOLOGY (IT) MEDIA / SUPPORT RELATIF À LA TECHNOLOGIE DE L'INFORMATION (TI)**

11. d) Will the supplier be required to use its IT systems to electronically process, produce or store PROTECTED and/or CLASSIFIED information or data?  
Le fournisseur sera-t-il tenu d'utiliser ses propres systèmes informatiques pour traiter, produire ou stocker électroniquement des renseignements ou des données PROTÉGÉS et/ou CLASSIFIÉS?

No / Non  Yes / Oui

11. e) Will there be an electronic link between the supplier's IT systems and the government department or agency?  
Disposera-t-on d'un lien électronique entre le système informatique du fournisseur et celui du ministère ou de l'agence gouvernementale?

No / Non  Yes / Oui



**PART C - (continued) / PARTIE C - (suite)**

For users completing the form **manually** use the summary chart below to indicate the category(ies) and level(s) of safeguarding required at the supplier's site(s) or premises.  
 Les utilisateurs qui remplissent le formulaire **manuellement** doivent utiliser le tableau récapitulatif ci-dessous pour indiquer, pour chaque catégorie, les niveaux de sauvegarde requis aux installations du fournisseur.

For users completing the form **online** (via the Internet), the summary chart is automatically populated by your responses to previous questions.  
 Dans le cas des utilisateurs qui remplissent le formulaire **en ligne** (par Internet), les réponses aux questions précédentes sont automatiquement saisies dans le tableau récapitulatif.

**SUMMARY CHART / TABLEAU RÉCAPITULATIF**

Category / Catégorie	PROTECTED / PROTÉGÉ			CLASSIFIED / CLASSIFIÉ			NATO				COMSEC					
	A	B	C	CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET	NATO RESTRICTED / NATO DIFFUSION RESTREINTE	NATO CONFIDENTIAL / NATO CONFIDENTIEL	NATO SECRET	COSMIC TOP SECRET / COSMIC TRÈS SECRET	PROTECTED / PROTÉGÉ			CONFIDENTIAL / CONFIDENTIEL	SECRET	TOP SECRET / TRÈS SECRET
											A	B	C			
Information / Assets / Renseignements / Biens / Production																
IT Media / Support IT																
IT Link / Lien électronique																

12. a) Is the description of the work contained within this SRCL PROTECTED and/or CLASSIFIED?  
 La description du travail visé par la présente LVERS est-elle de nature PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification".  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire.

12. b) Will the documentation attached to this SRCL be PROTECTED and/or CLASSIFIED?  
 La documentation associée à la présente LVERS sera-t-elle PROTÉGÉE et/ou CLASSIFIÉE?  No / Non  Yes / Oui

If Yes, classify this form by annotating the top and bottom in the area entitled "Security Classification" and indicate with attachments (e.g. SECRET with Attachments).  
 Dans l'affirmative, classifiez le présent formulaire en indiquant le niveau de sécurité dans la case intitulée « Classification de sécurité » au haut et au bas du formulaire et indiquez qu'il y a des pièces jointes (p. ex. SECRET avec des pièces jointes).

Solicitation No. - N° de l'invitation  
**EP47060-148584**  
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.  
File No. - N° du dossier

Buyer ID - Id de l'acheteur  
CCC No./N° CCC - FMS No./N° VME

**ATTACHMENT 1**  
**PHASE 1 EVALUATION**  
**BIDDER RESPONSE TABLE**

#	Mandatory Requirements	Requirements Description	Met / Not Met	Bidder's Response
M1.1	SAP ERP Implementation Experience	The bidder must confirm it has delivered 3 recent (i.e., past 10 years), large-scale (i.e., over \$20M CAD), end-to-end (i.e., planning, design, build, test, deploy), SAP ERP implementations.		
M1.2	SAP Public Sector Collection and Disbursement (PSCD) or SAP CD Variant Implementation Experience	The bidder must confirm it has delivered 3 recent (i.e. past 10 years), end-to-end (i.e., planning, design, build, test, deploy) SAP PSCD or other SAP CD variant implementations.		

#	Rated Requirements	Requirements Description	Weighting / Points	Point Scale:	Bidder's Response
<b>R1</b>	<b>Organizational Strength</b>		<b>20%</b>		
<b>R1.1</b>	<b>Organizational Strength and Expertise in SAP</b>	The bidder should provide the size of their Global SAP practice, in resources (i.e., employees).	10 points	10 = More than 4,000 resources 8 = More than 2,000 resources 6 = More than 1,000 resources 4 = More than 500 resources 2 = More than 250 resources 0= Less than (or equal to) 250 resources	
<b>R1.2</b>		The bidder should provide the size of their SAP practice (Revenue in Canadian dollars) within North America.	10 points	10 = More than 1B 8 = More than 750M 6 = More than 500M 4 = More than 250M 2 = More than 100M 0 = Less than (or equal to) 100M	
<b>R1.3</b>		The bidder should provide the number of SAP resources (i.e., employees) they have in Canada.	10 points	10 = More than 500 resources 8 = More than 250 resources 6 = More than 100 resources 4 = More than 50 resources 2 = More than 25 resources 0= Less than (or equal to)25 resources	
<b>R1.4</b>		The bidder should provide the number of SAP resources (i.e., employees) within North America.	10 points	10 = More than 500 resources 8 = More than 250 resources 6 = More than 100 resources 4 = More than 50 resources 2 = More than 25 resources 0= Less than (or equal to)25 resources	

<b>R1.5</b>	The bidder should provide the number of resources (i.e., employees) that have SAP PSCD experience or experience with other SAP CD variants within North America.	30 points	30 = More than 50 resources 24 = More than 25 resources 18 = More than 10 resources 12 = More than 5 resources 6 = Less than (equal to) 5 resources 0= None	
<b>R1.6</b>	The bidder should provide the list of large scale (i.e., over \$20M CAD) end-to-end SAP implementations (i.e., planning, design, build, test, deploy), broken down over the last 10 years, including client names (i.e., company or organization name), that are completed or in-progress in North America.	20 points	20 = More than 50 implementations 16 = More than 40 implementations 12 = More than 30 implementations 8 = More than 20 implementations 4 = More than 10 implementations 0 = Less than (or equal to) 10 implementations	
<b>R1.7</b>	<b>Partnerships or Alliances</b> The bidder should provide the level of partnership they have with SAP.	10 points	10 = Global Partner in Services and Outsourcing Operations 6 = Global Services Partner 2 = Local Partner or partnership in areas other than services 0 = No formal Partner status	
<b>Total Points</b>		<b>100 points</b>		
<b>R2</b>	<b>Relevant Domain and Industry Experience</b>	<b>50%</b>		

<b>R2.1</b>	<b>SAP ERP Implementation Experience Details</b>	<p>The bidder should demonstrate their experience in delivering 3 recent (i.e. past 10 years), large-scale (i.e., over \$20M CAD), end-to-end (i.e., planning, design, build, test, deploy), SAP ERP implementations while addressing the following details:</p> <p>Client Name, Client Contact Name and Details (Telephone Number and Email), Duration of Project (including start and end dates), Description of Business Challenge, Description of the Project (including technology solutions), Project Budget by Phase (originally scoped and actual price incurred), Description of Key Accomplishments, Description of Key Issues and Challenges and how they were addressed, Description of experienced gained from the project.</p>	30 points	<p>30 = Has provided required number (3) of client references and all necessary details required were clearly provided, and all of the references were over \$20M in value</p> <p>18 = Has provided required number (3) of client references and all necessary details required were clearly provided, and at least one reference was over \$20M in value</p> <p>6 = Has provided required number (3) client references but did not provide all the necessary details requested or details were not clearly defined</p>	
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<p><b>R2.2</b></p>	<p><b>SAP PSCD or SAP CD Variant Implementation Experience Details</b></p>	<p>The bidder should demonstrate all of their experience in delivering end-to-end (i.e., planning, design, build, test, deploy) SAP PSCD or other SAP CD variant implementations while addressing the following:</p> <p>Client Name, Client Contact Name and Details (Telephone Number and Email), Duration of Project (including start and end dates), Description of Business Challenge, Description of the Project (including technology solutions), Project Budget by Phase (originally scoped and actual price incurred), Description of Key Accomplishments, Description of Key Issues and Challenges and how they were addressed, Description of experienced gained from the project.</p> <p style="text-align: center;">No</p>	<p>60 points</p>	<p>60 = Has provided three or more client references, with at least three being SAP PSCD implementations</p> <p>48 = Has provided three or more client references, with at least two being SAP PSCD implementations</p> <p>36 = Has provided more than three client references, with one being an SAP PSCD implementation</p> <p>24 = Has provided less than three client references and only one for an SAP PSCD implementation</p> <p>12 = Has provided client references for SAP CD variant implementations but none for an SAP PSCD implementation</p> <p>0 = Did not provide any client reference for either SAP PSCD or SAP CD variant implementations</p>	
<p><b>R2.3</b></p>	<p><b>Public Sector Experience Details</b></p>	<p>The bidder should demonstrate their experience in delivering 3 large scale (i.e., over \$20M CAD), end-to-end (i.e., planning, design, build, test, deploy), packaged solution (preferably SAP) implementations within the Public Sector industry in North America while addressing the following:</p> <p>Client Name, Client Contact Name and Details (Telephone Number and Email), Duration of Project (including start and end dates), Description of Business Challenge, Description of the Project (including</p>	<p>10 points</p>	<p>10 = Has provided required number (3) client references in public sector within North America and all are SAP solutions over \$20M, and at least one of the references was over \$30M in value</p> <p>8 = Has provided required number (3) client references in public sector within North America and all are SAP solutions over \$20M</p> <p>6 = Has provided required number (3) client references in public sector within North America and two are SAP solutions</p>	

		<p>technology solutions), Project Budget by Phase (originally scoped and actual price incurred), Description of Key Accomplishments, Description of Key Issues and Challenges and how they were addressed, Description of experience gained from the project. No</p>		<p>4 = Has provided required number (3) client references in public sector within North America and one is an SAP solution</p> <p>2 = Has provided three or less client reference in public sector within North America and none are SAP solutions</p> <p>0 = Does not have any client reference in public sector within North America</p>	
<b>Total Points</b>			<b>100 points</b>		
<b>R3 Resource Strength</b>			<b>30%</b>		
<b>R3.1 Resource Expertise and Expertise</b>	<p>The bidder should provide resumes of all Lead Resources (i.e. team leads in the areas mentioned below) who will be staffed on the project to complete and deploy the ARL solution, highlighting the nature and years of expertise and experience around end-to-end SAP ERP implementations (i.e., planning, design, build, test, deploy).</p> <p><u>Lead Resources:</u>          Senior Delivery Lead          Business Process Lead          Change Management and Training Lead          Solution Architect          Technical Architect          Testing Lead          Deployment Lead</p>	<p>40 = All strong and highly qualified team (All of the submitted resources have more than 5 year of experience)</p> <p>32 = Average or mixed qualified team (More than 70% of submitted resources have more than 5 year of experience)</p> <p>24 = Average or mixed qualified team (More than 50% of submitted resources have more than 5 year of experience)</p> <p>16 = Weak qualifications or limited experience (More than 50% of submitted resources have more than 2 years of experience)</p> <p>8 = Very weak qualifications or limited experience (More than 50% of submitted resources have less than 2 years of experience)</p> <p>0 = Missing response (or no experience)</p>	40 points		

<p><b>R3.2</b></p>	<p>The bidder should provide resumes of all Lead Resources (i.e. team leads in the areas mentioned below) who will be staffed on the project to complete and deploy the ARL solution, highlighting the nature and years of expertise and experience around end-to-end (i.e., planning, design, build, test, deploy) SAP PSCD or SAP CD variant implementations.</p> <p><u>Lead Resources:</u>                  Senior Delivery Lead                  Business Process Lead                  Change Management and Training Lead                  Solution Architect                  Technical Architect                  Testing Lead                  Deployment Lead</p>	<p>60 points</p>	<p>60 = All strong and highly qualified team (All of the submitted resources have more than 1 year of experience)</p> <p>48 = Average or mixed qualified team (More than 70% of submitted resources have more than 5 year of experience)</p> <p>36 = Average or mixed qualified team (More than 50% of submitted resources have more than 1 year of experience)</p> <p>24 = Weak qualifications or limited experience (More than 50% of submitted resources have more than 6 months of experience)</p> <p>12 = Very weak qualifications or limited experience (More than 50% of submitted resources have less than 6 months of experience)</p> <p>0 = Missing response (or no experience)</p>	
<p>Total Points</p>		<p><b>100 points</b></p>		

**Technical Proposals will be evaluated using the following methodology:**

Point Rated Criteria	Maximum Point Value	WEIGHTED
<p><b>R1. Organizational Strength</b></p>		<p><b>20%</b></p>

Solicitation No. - N° de l'invitation

EP47060-148584

Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.

Buyer ID - Id de l'acheteur

File No. - N° du dossier

CCC No./N° CCC - FMS No./N° VME

R1.1		10
R1.2		10
R1.3		10
R1.4		10
R1.5		30
R1.6		20
R1.7		10
R1 - Bidder's Total Score		/100
R1. WEIGHTED SCORE	<u>Bidder's Total Score</u> 100	x 20 /20
R2. Relevant Domain and Industry Experience		50%
R2.1		
R2.2		
R2.3		
R2 - Bidder's Total Score		/100
R2. WEIGHTED SCORE	<u>Bidder's Total Score</u> 100	x 50 /50
R3. Resource Strength		30%
R3.1		
R3.2		

Solicitation No. - N° de l'invitation  
EP47060-148584  
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.  
File No. - N° du dossier

Buyer ID - Id de l'acheteur  
CCC No./N° CCC - FMS No./N° VME

<b>R3 - Bidder's Total Score</b>	<b>/100</b>
<b>R3. WEIGHTED SCORE</b>	<b><math>\frac{\text{Bidder's Total Score}}{100} \times 30</math></b> <b>/30</b>
<b>BIDDER'S GRAND TOTAL SCORE</b>	<b>/100</b>
<b>R1. Weighted Score + R2. Weighted Score + R3. Weighted Score</b>	

**ATTACHMENT 2**  
**PHASE 2 EVALUATION**  
**BIDDER RESPONSE TABLE**

#	Requirements		Weighting / Points	Point Scale:	Bidder's Response Table
	Overall Quality of Bidder's Response	Description			
<b>1</b>			<b>10%</b>		
<b>1.1</b>	Quality of response	Is the response thorough and detailed in all areas and addressing all the contractor responsibilities outlined in Section 5.3 of the SOW appendix	60 points	60 = Complete and high quality response (All areas of responsibility addressed and follow the outline laid out by CBSA in Section 5.3) 48 = Complete response but missing elements of quality (All areas of responsibility addressed but responses do not follow the outline laid out by CBSA in Section 5.3) 32 = Incomplete response -- minor omissions (Incomplete response -- with no more than two areas of responsibility missing a response) 24 = Incomplete response -- medium omissions (Incomplete response with no more than five areas of responsibility missing a response) 12 = Incomplete response -- major omissions (No response to 10 or more areas of responsibility) 0 = No response	
<b>1.2</b>	Bidder's understanding of CBSA's needs	Did the provider's entire response showcase a strong understanding of CBSA's challenges, needs, and goals.	40 points	40 = Response highly tailored to CBSA needs (The entire response has been customized / tailored for CBSA and no more than 25% contains any standard / boiler plate materials) 24 = Response partially tailored to CBSA needs (The response is a mix of sections that have been customized / tailored for CBSA and the bidder's standard / boiler plate material) 8 = Response minimally tailored to CBSA needs (The entire response has not been tailored /	

			customized for CBSA and consists of the standard / boiler plate details from the bidder for 75% or more of the response) 0 = No response	
<b>Total Points Overall Quality of Bidder's Response</b>				
<b>2</b>	<b>Approach</b>			<b>100</b> <b>90%</b>
<b>2.1</b>	Proposed approach	Did the bidder follow the guidelines and leverage SAP's ASAP Methodology v7.2 (including recommended tools) to define the overall project approach?	10 = Very strong approach based on ASAP and proven proprietary tools (Approach is based on ASAP methodology and is leveraging additional proprietary tools / accelerations with reasons for why they are being used and the benefits) 8 = Strong approach fully based on ASAP (Approach is based on ASAP methodology but the bidder hasn't leveraged any additional proprietary tools / accelerators for CBSA's needs) 6 = Approach partially based on ASAP (Approach follows ASAP Methodology but has been customized based on bidder's own approach without providing clear justification or benefits for doing so) 4 = Approach not in line with CBSA's requirements for ASAP (Approach doesn't follow the requested ASAP Methodology) 2 = Approach is not well defined or is not complete (Unclear or incomplete approach outlined) 0 = No response	10 points

<p><b>2.2</b></p>	<p>Proposed project plan and timeline</p>	<p>Did the bidder provide a detailed project plan with clearly defined phases, milestones and checkpoints?</p>	<p>5 points</p>	<p>5 = Very detailed (Bidder had provided a breakdown of phases with start and end dates. It includes details about each phase - milestones and checkpoints, and takes into account fiscal close, national holidays and other dates. It also details out other critical factors and dependencies identified by the bidder that could impact the date)          4 = Detailed (Bidder had provided a breakdown of phases with start and end dates. It includes details about each phase - milestones and checkpoints, and takes into account fiscal close, national holidays and other dates)          3 = Limited detail provided (Bidder has provided a breakdown of phases with start and end dates. It also includes details about each phase - milestones and checkpoints)          2 = High level; missing critical information (Bidder has provided a breakdown of phases with start and end dates, but is missing details within each phase end dates, but is missing details within each phase - no additional checkpoints or milestones specified within each phase)          1 = Very high level; missing most essential information (Bidder has provided only start and end dates without any breakdown of phases, milestones or checkpoints)          0 = No timeline provided</p>	
<p><b>2.3</b></p>	<p>Approach to data conversion and data migration</p>	<p>How strong is the provider's data management approach (methodology and tools) around conversion and migration?</p>	<p>5 points</p>	<p>5 = Very Strong approach (Bidder has defined a methodology or approach that has been customized / tailored for CBSA. They have provided a list of tools / accelerators and highlighted the benefits of using each of them)          4 = Strong approach (Bidder has defined a methodology or approach that has been customized / tailored for CBSA. They have provided a list of tools / accelerators without specifying which tools will be used for CBSA and / or the benefits of using them)          3 = Average approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach</p>	

				<p>for CBSA. They have not provided any tools / accelerators that could help with the process of data conversion / migration)                  2 = Weak approach (Bidder has defined a methodology or approach but it is their standard / boiler plate response that has not been tailored for CBSA)                  1 = Very weak approach (Bidder has responded by stating they will support this but have not defined a methodology or approach on how they would handle this; no mention of any tools / accelerators to support processes)                  0 = No response</p>	
<p><b>2.4</b></p>	<p>Project Management</p>	<p>How detailed is the proposed approach around project management / governance?                  Has the provider proposed project and program management that can co-exist with CBSA's existing PMO and project methodologies?</p>	<p>5 points</p>	<p>5 = Very Strong approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach for CBSA. They have provided a list of tools or frameworks that will be used for this project and highlighted the benefits of using each of them. They have provided an approach that details out how they plan to partner and work with CBSA's PMO)                  4 = Strong approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach for CBSA. They have provided a list of tools or frameworks without specifying which will be used for this project and / or the benefits of using them. They have provided an approach that details out how they plan to partner and work with CBSA's PMO)                  3 = Average approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach for CBSA. They have not provided any tools or frameworks that could help the project or any details on how they plan to partner with CBSA's existing PMO)                  2 = Weak approach (Bidder has proposed a project management and governance methodology / approach but it is their standard / boiler plate</p>	

				<p>response that has not been tailored for CBSA)          1 = Very weak approach (Bidder has responded by stating they will support this but have not defined a methodology or approach on how they would handle this; no mention of any tools, frameworks; no details on how they plan to co-exist with CBSA's PMO)          0 = No response          5 = Very strong (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach that is integrated with CBSA's process and provides details / benefits for using it and how it will work for CBSA)          4 = Strong approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach that is integrated with CBSA's process but doesn't provide details / benefits on how it will work for CBSA)          3 = Average approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach but is not integrated with CBSA's process)          2 = Weak approach (Bidder has proposed a standard / boiler plate approach that has not been tailored for CBSA)          1 = Very weak approach (Bidder has mentioned that they will leverage a scope management process but have not defined an approach on how they would handle this. There is no details supporting how they will integrate / support CBSA's existing change management process)          0 = No response</p>	
<p><b>2.5</b></p> <p>Management of project scope changes</p>	<p>How detailed is the provider's approach to project scope change management and how will it fit with CBSA's process (shared during the reading room process)?</p>	<p>5 points</p>			
<p><b>2.6</b></p> <p>Staffing / Resource Plan</p>	<p>Does the provider provide a strong staffing plan that is aligned with CBSA's responsibility matrix (in section 6.3 of SOW) and meets the following two requirements:          (i) all team leads have PSCD or CD experience          (ii) all resources are SAP certified</p>	<p>10 points</p>		<p>10 = Very strong (clear roles and responsibilities that are aligned with CBSA's responsibility matrix; meet the two requirements)          6 = Strong (clear roles and responsibilities that are aligned with CBSA's responsibility matrix; doesn't meet one of the two requirements)          4 = Weak (clear roles and responsibilities that are</p>	

				<p>not aligned with CBSA's responsibility matrix; doesn't meet one of the two requirements)                  2 = Very weak (unclear roles and responsibilities; doesn't meet any of the requirements)                  0 = No response</p>	
<p><b>2.7</b></p>	<p>Testing Approach</p>	<p>How strong is the provider's testing approach (methodology and tools)? Have they provided other tools / accelerators that would benefit CBSA?</p>	<p>20 points</p>	<p>20 = Very strong approach based on ASAP and proven proprietary tools (Approach is based on ASAP methodology and is leveraging additional proprietary tools / accelerators with reasons for why they are being used and the benefits)                  16 = Strong approach fully based on ASAP (Approach is based on ASAP methodology but the bidder hasn't leveraged any additional proprietary tools / accelerators for CBSA's needs)                  12 = Approach partially based on ASAP (Approach follows ASAP Methodology but has been customized based on bidder's own approach without providing clear justification or benefits for doing so)                  8 = Approach not in line with CBSA's requirements for ASAP (Approach doesn't follow the requested ASAP Methodology)                  4 = Approach is not well defined or is not complete (Unclear or incomplete approach outlined)                  0 = No response</p>	
<p><b>2.8</b></p>	<p>Transition and Knowledge Transfer</p>	<p>How strong is the provider's proposed approach to transition and knowledge transfer?</p>	<p>5 points</p>	<p>5 = Very strong (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach that provides tools and accelerators and the benefits for using it for this project)                  4 = Strong approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach that mentions a list of tools and accelerators but doesn't include which specific ones should be used or the benefits gained by using them.)                  3 = Average approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach but have not mentioned any tools or accelerators</p>	

				<p>that could be used for this project)                  2 = Weak approach (Bidder has proposed a standard / boiler plate approach that has not been tailored for CBSA)                  1 = Very weak approach (Bidder has mentioned that they will support transition and KT but have not defined an approach on how they would handle this)                  0 = No response</p>	
<p><b>2.9</b></p>	<p>End-User Training</p>	<p>How strong is the formal training plan, including both end user (business) training and expert user (IT) training showing experience of training more than 2000 internal / external users?</p>	<p>5 points</p>	<p>5 = Very strong (Clear around the training approach that is aligned with the goals of CBSA's training requirements; approach leverages tools and accelerators that will help with the process; past experience shows they have trained over 2000 users)                  4 = Strong (Clear around the training approach that is aligned with the goals of CBSA's training requirements but doesn't provide tools / accelerators; past experience shows they have trained between 1000-2000 people)                  3 = Average (Clear around the training approach but approach includes some involvement of training just a subset of key users or they have experience in training less than 1000 people )                  2 = Weak (Clear around the training approach but approach is limited to 'train-the-trainer' method) of just 'training the trainer')                  1 = Very Weak (unclear around the training approach that doesn't show any experience in training over 100 people)                  0 = No response</p>	
<p><b>2.10</b></p>		<p>How experienced is their team (in number of years) specifically planning, creating and delivering end-user training?</p>	<p>5 points</p>	<p>5 = Very strong (More than 50% of team has less than 3 years of experience in training)                  4 = Strong (More than 50% of team has more than 2 years of experience in training)                  3 = Average (More than 50% of team has more than 1 year of experience in training)                  2 = Weak (More than 50% of team has more than 6 months of experience in training)                  1 = Very Weak (More than 50% of team has less</p>	

				<p>than 6 months of experience in training )          0 = No response</p>	
<p><b>2.11</b></p>	<p>Organizational Change Management</p>	<p>How strong is the provider's proposed approach to change management and does it align with CBSA's change management framework (detailed out during the reading room process)?</p>	<p>5 points</p>	<p>5 = Very strong (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach that is integrated with CBSA's process and provides details / benefits for using it and how it will work for CBSA)          4 = Strong approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach that is integrated with CBSA's process but doesn't provide details / benefits on how it will work for CBSA)          3 = Average approach (Bidder has defined a methodology or approach that has been customized / tailored from their standard approach but is not integrated with CBSA's OCM framework)          2 = Weak approach (Bidder has proposed a standard / boiler plate approach that has not been tailored for CBSA)          1 = Very weak approach (Bidder has mentioned that they will leverage a change management process but have not defined an approach on how they would handle this. There is no details supporting how they will integrate / support CBSA's OCM framework)          0 = No response</p>	
<p><b>2.12</b></p>	<p>Cutover and Deployment Approach</p>	<p>How strong is the provider's proposed cutover and deployment approach with regards to the alignment with CBSA's stated Contractor Responsibilities?</p>	<p>5 points</p>	<p>5 = Very strong approach based on ASAP and proven proprietary tools (Approach is based on ASAP methodology and is leveraging additional proprietary tools / accelerators with reasons for why they are being used and the benefits)          4 = Strong approach fully based on ASAP (Approach is based on ASAP methodology but the bidder hasn't leveraged any additional proprietary tools / accelerators for CBSA's needs)          3 = Approach partially based on ASAP (Approach follows ASAP Methodology but has been customized based on bidder's own approach</p>	

<b>2.13</b>	Cutover and Deployment Approach	How strong is the provider's proposed deployment approach with regards to its alignment with CBSA's requirements?	5 points	<p>without providing clear justification or benefits for doing so)</p> <p>2 = Approach not in line with CBSA's requirements for ASAP (Approach doesn't follow the requested ASAP Methodology)</p> <p>1 = Approach is not well defined or is not complete (Unclear or incomplete approach outlined)</p> <p>0 = No response</p> <p>5 = Very strong approach based on ASAP and proven proprietary tools (Approach is based on ASAP methodology and is leveraging additional proprietary tools / accelerators with reasons for why they are being used and the benefits)</p> <p>4 = Strong approach fully based on ASAP (Approach is based on ASAP methodology but the bidder hasn't leveraged any additional proprietary tools / accelerators for CBSA's needs)</p> <p>3 = Approach partially based on ASAP (Approach follows ASAP Methodology but has been customized based on bidder's own approach without providing clear justification or benefits for doing so)</p> <p>2 = Approach not in line with CBSA's requirements for ASAP (Approach doesn't follow the requested ASAP Methodology)</p> <p>1 = Approach is not well defined or is not complete (Unclear or incomplete approach outlined)</p> <p>0 = No response</p>	
<b>2.14</b>	Warranty	How strong is the provider's proposed warranty?	5 points	<p>5 = Very strong (Warranty aligns with CBSA's requirements and duration of 1 year)</p> <p>3 = Average (Warranty aligns with CBSA's requirements but duration is less than 1 year)</p> <p>2 = Weak (Warranty doesn't align with CBSA's requirements on either requirements or duration)</p> <p>1 = Very Weak (unclearly defined warranty terms)</p> <p>0 = No response</p>	
<b>2.15</b>	Post Go-Live Support	How strong is the provider's proposed post go-live support plan?	5 points	<p>5 = Very strong (Approach aligns with CBSA's requirements and duration of 1 year)</p> <p>4 = Strong (Approach aligns with CBSA's requirements but duration is less than 1 year)</p>	

<b>Total Points Approach</b>			<b>100</b>
		3 = Average (Approach aligns with CBSA's requirements but duration is limited to 6 months or less) 2 = Weak (Approach doesn't align with CBSA's requirements) 1 = Very Weak (unclearly defined post go-live support plan) 0 = No response	

**Technical Proposals will be evaluated using the following methodology:**

Point Rated Criteria	Maximum Point Value	WEIGHTED
<b>R1. Overall Quality of Bidder's Response</b>		
		<b>10%</b>
R1.1	60	
R1.2	40	
R1 - Bidder's Total Score	/100	
<b>R1. WEIGHTED SCORE</b>	<b>Bidder's Total Score</b>	<b>x 10</b>
	100	/10
<b>R2. Approach</b>		
		<b>90%</b>
R2.1	10	
R2.2	5	
R2.3	5	
R2.4	5	
R2.5	5	
R2.6	10	

Solicitation No. - N° de l'invitation  
EP47060-148584  
Client Ref. No. - N° de réf. du client

Amd. No. - N° de la modif.  
File No. - N° du dossier

Buyer ID - Id de l'acheteur  
CCC No./N° CCC - FMS No./N° VME

<b>R2.7</b>		<b>20</b>
<b>R2.8</b>		<b>5</b>
<b>R2.9</b>		<b>5</b>
<b>R2.10</b>		<b>5</b>
<b>R2.11</b>		<b>5</b>
<b>R2.12</b>		<b>5</b>
<b>R2.13</b>		<b>5</b>
<b>R2.14</b>		<b>5</b>
<b>R2.15</b>		<b>5</b>
<b>R2 - Bidder's Total Score</b>		<b>/100</b>
<b>R2. WEIGHTED SCORE</b>	<b><u>Bidder's Total Score</u> 100</b>	<b>x 90 /90</b>
<b>BIDDER TOTAL SCORE</b>		
<b>R1. Weighted Score +R 2. Weighted Score</b>		<b>/100</b>