



**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 0B2 / Noyau 0B2

Gatineau

Québec

K1A 0S5

Bid Fax: (819) 997-9776

**LETTER OF INTEREST
LETTRE D'INTÉRÊT**

Comments - Commentaires

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

Title - Sujet CARM Solution - Solution GCRA	
Solicitation No. - N° de l'invitation 47064-165038/C	Date 2016-02-25
Client Reference No. - N° de référence du client 1000325038	GETS Ref. No. - N° de réf. de SEAG PW-\$\$EL-627-29885
File No. - N° de dossier 627el.47064-165038	CCC No./N° CCC - FMS No./N° VME
Solicitation Closes - L'invitation prend fin at - à 02:00 PM on - le 2016-03-29	
Time Zone Fuseau horaire Eastern Daylight Saving Time EDT	
F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input type="checkbox"/> Other-Autre: <input type="checkbox"/>	
Address Enquiries to: - Adresser toutes questions à: Josée Bastien	Buyer Id - Id de l'acheteur 627el
Telephone No. - N° de téléphone (819) 956-6770 ()	FAX No. - N° de FAX () -
Destination - of Goods, Services, and Construction: Destination - des biens, services et construction: Specified Herein Précisé dans les présentes	

Instructions: See Herein

Instructions: Voir aux présentes

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

Invitation to Qualify No.
47064-165038/C

Amendment No.

Buyer ID
609EL

INVITATION TO QUALIFY (ITQ)
FOR THE PROCUREMENT PROCESS

CBSA ASSESSMENT AND REVENUE MANAGEMENT (CARM)
SOLUTION

FOR THE
CANADA BORDER SERVICES AGENCY (CBSA)

PART 1 - GENERAL INFORMATION

1.1 Introduction

1.1.1 This Invitation to Qualify (ITQ) is the first phase of a procurement process by Public Works and Government Services Canada (PWGSC) on behalf of CBSA for CBSA Assessment and Revenue Management (CARM) Solution. This ITQ process is not a solicitation of bids or tenders. No contract will be awarded as a result of the activities during the ITQ phase.

1.1.2 The ITQ is divided into the following parts:

Part 1 **General Information:** provides a general description of the requirement;

Part 2 **Respondent Instructions:** provides the instructions, clauses and conditions applicable to the ITQ;

Part 3 **Response Preparation Instructions:** provides suppliers with instructions on how to prepare their response;

Part 4 **Evaluation Procedures and Basis of Qualification:** indicates how the responses will be evaluated and the basis of qualification;

Part 5 **Certification**

Part 6 **Security:** Indicates the level of Security required.

1.2 Summary

The Canada Border Services Agency (CBSA), has a requirement for Informatics Goods and Services for the CBSA Assessment and Revenue Management (CARM) Solution, a multi-phased project designed to modernize and optimize the Agency's revenue management systems and processes used to process the billions of dollars in trade that flows across the border annually. CBSA is seeking a contractor to support the required business transformations and provide solutions to modernize the above-mentioned systems and processes.

The Contractor is expected to provide a solution and will have the overall responsibility for the implementation and operations of the CARM Solution, including the project management, business transformation, planning, analysis, design, development, test, deployment, change management, operation and support of the CARM Solution under the overall direction and accountability of the Technical Authority.

Please also refer to Annex A for more details on the CARM Solution.

1.3 Overview of the Procurement

This procurement will be fulfilled through a multi-phased procurement process.

1.3.1 Phase 1 – Invitation to Qualify (ITQ): This Invitation to Qualify (ITQ) is the first phase of a procurement process by PWGSC on behalf of CBSA for CBSA Assessment and Revenue Management Solution.

Suppliers are invited to pre-qualify in accordance with the terms and conditions of this ITQ in order to become "**Qualified Respondents**" for any later phases of the procurement process. Only Qualified Respondents will be permitted to bid on any subsequent solicitation issued as part of the procurement process.

Further Evaluation of Qualified Respondents: Even though certain suppliers may be pre-qualified by Canada as a result of this ITQ, Canada reserves the right to re-evaluate any aspect of the qualification of any Qualified Respondent at any time during the procurement process.

Canada reserves the right to cancel any of the preliminary requirements included as part of the Procurement at any time during the ITQ phase or any other phase of the procurement process. Given that the ITQ process may be partially or completely cancelled by Canada, it may not result in any of the subsequent procurement processes described in this document.

1.3.2 Phase 2 – Review and Refine Requirements (RRR): The ITQ process will result in a pre-qualified suppliers list. Only these suppliers will participate in the Review and Refine Requirements process and the RFP. The pre-qualification will allow a more focused interaction with the pre-qualified suppliers to further refine the requirement by addressing the pre-qualified suppliers' concerns and considering the pre-qualified suppliers' recommendations. An NDA may be requested to be signed by the Respondent at RRR Phase.

1.3.3 Phase 3 – Anticipated Request for Proposals (RFP): It is anticipated that the RFP will not be issued on GETS but will be sent directly to pre-qualified suppliers and a standard Questions & Answers (Q&A) process will ensue.

1.4 Number of contracts:

It is intended that only one contract be awarded as a result of the Bid Solicitation. However, in the event that the Client is not satisfied with the design deliverables of the CARM Solution, Canada may have the right to make use of other options which will be further detailed at RRR or RFP Phase which could include awarding a contract to the next ranked Bidder.

1.5 Anticipated Data Sovereignty

The protection of information, from a privacy and security perspective, is core to the integrity of government programs, which underpins confidence in Canada. All information managed by Canada requires protection, including information published publicly in order to appropriately protect the confidentiality, integrity and availability of the information. The CARM Solution will process information up to and including "Secret" and it is incumbent that the solution incorporates the appropriate controls in order to safeguard the interests of Canada and those of its partners to this level of security. No information above Secret will be processed by the CARM Solution.

Furthermore, security controls, which ensure the confidentiality, integrity and availability of the solution, are imperative requirements for the CARM Solution, as Canadians expect Canada to take all appropriate measures to protect personal and sensitive information.

Therefore, the CARM Solution and its infrastructure may be required to be established within the geographic boundaries of Canada. Stringent contractual and technical requirements will be put in place to ensure that government information is secured at all times, at rest and in motion, and is only accessed by those authorized to access the data for those purposes approved by Canada.

- 1.6 Supply Chain Integrity (SCI):** Canada intends to apply the Supply Chain Integrity process at the RFP Phase.
- 1.7 National Security Exception:** Canada has invoked the National Security Exception in respect of this requirement and, as a result, none of the trade agreements apply to this requirement.
- 1.8 Procurement Strategy for Aboriginal Businesses:** This procurement process may designate a proportion of the work to be reserved for Aboriginal Businesses or encourage suppliers through the use of incentives.
- 1.9 Canadian Content**
The Canadian Content Policy encourages industrial development in Canada by limiting, in specific circumstances, competition for government procurement opportunities to suppliers of Canadian goods and services. Following the RRR process, it will be determined whether the requirement will be solely or conditionally limited to Canadian goods and or services, or not at all.
- 1.10 Conflict of Interest**
- 1.10.1** Respondents are advised to refer to Conflict of Interest provisions at Article 18 of SACC 2003, Standard Instructions – Goods or Services – Competitive Requirements (dated 2015-07-03) and Conflict of Interest provisions of SACC 2035, General Condition – Higher Complexity – Services (dated 2015-07-03) available on the Public Works and Government Services Canada (PWGSC) Website <https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual/3/2035/15>
- 1.10.2** Without limiting in any way the provisions described in 1.10.1 above, Respondents are advised that Canada has engaged the assistance of the following private sector contractors who have provided services in preparing strategies and documentation related to this procurement process, including the following:

Contractors:

Resource Name	Vendor
Fion Anastassiades	BP&M Government IM & IT Consulting Inc.
Craig Perkin	Emerion
Mike Grimes	Emerion
Angela Cheng	Emerion
Danielle Hugh	Emerion

Resource Name	Vendor
Sylvain Gauthier	Emerion
Ron Barbeau	Emerion
Mike Bennett	Emerion
Marc Charbonneau	Emerion
Susan Gould	Emerion
Robert David	Emerion
Nasser Hanif	Emerion
Deanna Monaghan	Ernst & Young LLP
Julie Mills	Ernst & Young LLP
Liam McFarlane	Ernst & Young LLP
n/a	Forrester Research Inc
Judith Martin	Ibiska Telecom Inc
Murray Kronick	Interis Consulting Inc.
Paul Skafel	Interis Consulting Inc.
Vanessa Vaillant	Interis Consulting Inc.
Laura Spriggs	Interis Consulting Inc.
Marc Fournier	Interis Consulting Inc.
Hima Yajnik	Maplesoft
Murat Cecen	MDOS Consulting Inc
Chris Brennan	NavPoint Consulting Group Inc.
Brendan Timmins	NavPoint Consulting Group Inc.
Steven Nyenkamp	NavPoint Consulting Group Inc.
Samantha Doshen	NavPoint Consulting Group Inc.
Larry Osipenko	NavPoint Consulting Group Inc.
Peter Lloyd	NavPoint Consulting Group Inc.
Dino Nizzola	NavPoint Consulting Group Inc.

Resource Name	Vendor
Christine Hamilton	NavPoint Consulting Group Inc.
Jack Sabine	NavPoint Consulting Group Inc.
Brad Sweeney	NavPoint Consulting Group Inc.
Marion Houle	S I systems Ltd
Michelle Amyotte	S I systems Ltd
Nancy Amos	S I systems Ltd
Harry Kessels	AEROTEK ULC
Kanwar Maheshwair	AEROTEK ULC
Williams Stevens	TPG Technology Consulting Ltd.
Jean Drouin	veritaaq Technology House Inc.
Faisal Shehab	veritaaq Technology House Inc.
Marc Whelan	Lannick Contract Solution Inc.
Brendan Timmins	lumina IT Inc.
Brad Sweeney	lumina IT Inc.
n/a	Gartner
Manara, Alan	BP&M Government IM & IT Consulting Inc.
Rob Fariman	AEROTEK ULC
Nick Fiddler	NavPoint Consulting Group Inc.
Gus Akrouche	Strategic Relationships Solutions Inc.
Caroline Levasseur	Altis Professional
Carolyn Montague	Performance Management Network Inc.
Ashraf Osman	Nisha Technologies
Terry Todd	Emerion
Steve Nicolaiff	TPG Technology Consulting Ltd.
Emanuele Giamberardino	TPG Technology Consulting Ltd.
Marv McKay	TPG Technology Consulting Ltd.
Robert Jones	Ibiska Telecom Inc

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Resource Name	Vendor
Jeff Molson	Iumina IT Inc.
Jack Sabine	NavPoint Consulting Group Inc. & Alivaktuk Consulting (Joint Venture)
Patrick Van Abbema	Tek Systems.
Michelle Bavington	PWC
Maria Shkolnik	Lumina IT

PART 2 - RESPONDENT INSTRUCTIONS

2.1 Standard Instructions, Clauses and Conditions

2.1.1 All instructions, clauses and conditions identified in the ITQ by number, date and title are set out in the Standard Acquisition Clauses and Conditions Manual (<https://buyandsell.gc.ca/policy-and-guidelines/standard-acquisition-clauses-and-conditions-manual>) issued by Public Works and Government Services Canada.

2.1.2 Respondents who submit a response agree to be bound by the instructions, clauses and conditions of the ITQ.

2.1.3 The 2003 (2015-07-03) Standard Instructions - Goods or Services - Competitive Requirements are incorporated by reference into and form part of the ITQ, except that:

- a) Wherever the term “bid solicitation” is used, substitute “Invitation to Qualify”
- b) Wherever the term “bid” is used, substitute “response”;
- c) Wherever the term “Bidder(s)” is used, substitute “Respondent(s)”;
- d) Wherever the terms ‘Contract (contract)’ is used, it is substituted with ‘qualification’ or ‘ITQ Responsive Supplier’ as applicable.
- e) Subsection 3 of Section 01, Integrity Provisions - Bid of Standard Instructions 2003 incorporated by reference above is deleted in its entirety and replaced with the following:

3. List of Names

- a. Respondents who are incorporated or who are a sole proprietorship, including those responding as a joint venture, have already provided a list of names of all individuals who are directors of the Respondent, or the name of the owner(s), at the time of submitting a response under the Invitation to Qualify (ITQ).
- b. These Respondents must immediately inform Canada in writing of any changes affecting the list of directors during this procurement process.
- f) Subsection 5(4), which discusses a validity period, does not apply, given that this ITQ invites suppliers simply to qualify.
- g) The title of Section 10 is amended to read “Legal Capacity and Ownership and Control Information”, the first paragraph is numbered as 1 and the following is added:

2. The Respondent must provide, if requested by the Contracting Authority, the following information as well as any other requested information related to the ownership and control of the Respondent, its owners, its management and any related corporations and partnerships:

- i. An organization chart for the Respondent showing all related corporations and partnerships;
- ii. A list of all the Respondent’s shareholders and/or partners, as applicable; if the Respondent is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner; and

iii. A list of all the Respondent's directors and officers, together with each individual's home address, date of birth, birthplace and citizenship(s); if the Respondent is a subsidiary, this information must be provided for each parent corporation or partnership, up to the ultimate owner. In the case of a joint venture Respondent, this information must be provided for each member of the joint venture. The Contracting Authority may also require that this information be provided in respect of any subcontractors specified in a response.

3. For the purposes of this section, a corporation or partnership will be considered related to another party if:

- i. they are "related persons" or "affiliated persons" according to the *Canada Income Tax Act*;
 - ii. the entities have now or in the two years before the closing date had a fiduciary relationship with one another (either as a result of an agency arrangement or any other form of fiduciary relationship); or
 - iii. 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.
- h) Subsection 14 Price Justification does not apply as there is no financial component to the ITQ.

2.2 Submission of Responses

- 2.2.1** Responses must be submitted to PWGSC by the date, time and address indicated on page 1 of the ITQ.
- 2.2.2** Due to the nature of the ITQ, responses delivered by hand, e-mail or transmitted by facsimile to PWGSC will not be accepted.

2.3 Enquiries

- 2.3.1** All enquiries regarding the ITQ must be submitted in writing to the Contracting Authority, at the email address identified below, no later than 10 business days before the ITQ closing date. Enquiries received after that time may not be answered.

CARM Solution Team
Public Works and Government Services Canada
Acquisitions Branch
11 Laurier Street, Gatineau, Quebec, K1A 0S5
Telephone: 819-956-6770
tpsgc.gcraprojet-projectcarm.pwgsc@tpsgc-pwgsc.gc.ca

- 2.3.2** Respondents should reference as accurately as possible the section and numbered item of the solicitation process to which the enquiry relates. Care should be taken by respondents to explain each question in sufficient detail in order to enable Canada to provide an accurate answer. Technical enquiries that are of a "proprietary" nature must be clearly marked "proprietary" 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 Respondent do so, so that the proprietary nature of the question is eliminated, and the enquiry can be

answered with copies to all respondents. Enquiries not submitted in a form that can be distributed to all respondents may not be answered by Canada.

2.4 Language for Future Communications

Respondents are requested to identify, in the Form 1 - Submission Form, which of Canada's two official languages will be used for future communications with Canada regarding this ITQ and all subsequent phases of the solicitation process.

PART 3 - RESPONSE PREPARATION INSTRUCTIONS

3.1 Response Preparation Instructions

3.1.1 Copies of Response: Canada requests that Respondents provide their response in separately bound sections as follows:

Section I: Qualification Response (5 hard copies).

Section II: Certifications (2 hard copy).

3.1.2 Pricing is not a requirement and should not be included in the response.

3.1.3 Format for Response: Canada requests that Respondents follow the format instructions described below in the preparation of their response:

use 8.5 x 11 inch (216 mm x 279 mm) paper;

use a numbering system that corresponds to the ITQ;

include a title page at the front of each volume of the response that includes the title, date, procurement process number, Respondent's name and address and contact information of its representative; and

include a table of contents.

3.1.4 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, Respondents should:

use paper containing fibre certified as originating from a sustainably-managed forest and/or containing a minimum of 30% recycled content; and

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.

3.1.5 Submission of Only One Response from a Responding Group:

(i) A Respondent, including related entities, will be permitted to submit only one response in response to this Invitation to Qualify. If a Respondent or any related entities participate in more than one response (participating means being part of the Respondent, not being a subcontractor), Canada will provide those Respondents with 2 working days to identify the single response to be considered by Canada. Failure to meet this deadline will result in all the affected responses being disqualified.

(ii) For the purposes of this Article, regardless of the jurisdiction where any of the entities concerned is incorporated or otherwise formed as a matter of law (whether that entity is a natural person, corporation, partnership, etc), an entity will be considered to be "**related**" to a Respondent 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 invitation to qualify 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.
- (iii) Individual members of a joint venture cannot participate in another invitation to qualify, either by submitting a response alone or by participating in another joint venture. .

3.1.6 Joint Venture Experience:

- i. Where the Respondent is a joint venture with existing experience as that joint venture, it may submit the experience that it has obtained as that joint venture.

Example: A respondent is a joint venture consisting of members L and O. A bid solicitation requires that the respondent demonstrate experience providing maintenance and help desk services for a period of 24 months to a customer with at least 10,000 users. As a joint venture (consisting of members L and O), the respondent has previously done the work. This respondent can use this experience to meet the requirement. If member L obtained this experience while in a joint venture with a third party N, however, that experience cannot be used because the third party N is not part of the joint venture that is response.

- ii. A joint venture respondent may rely on the experience of one of its members to meet any given technical criterion of this invitation to qualify.

Example: A respondent is a joint venture consisting of members X, Y and Z. If a solicitation requires: (a) that the respondent have 3 years of experience providing maintenance service, and (b) that the respondent 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 criterion, such as the requirement for 3 years of experience providing maintenance services, the respondent 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.

- iii. Joint venture members cannot pool their abilities with other joint venture members to satisfy a single technical criterion of this invitation to qualify. However, a joint venture member can pool its individual experience with the experience of the joint venture itself. Wherever substantiation of a criterion is required, the Respondent is requested to indicate which joint venture member satisfies the requirement. If the Respondent has not identified which joint venture member satisfies the requirement, the Contracting Authority will provide an opportunity to the Respondent to submit this information during the evaluation period. If the Respondent does not submit this information within the period set by the Contracting Authority, its response will be declared non-responsive.

Example: A respondent is a joint venture consisting of members A and B. If a invitation to qualify requires that the respondent demonstrate experience

providing resources for a minimum number of 100 billable days, the respondent may demonstrate that experience by submitting either:

- Contracts all signed by A;
- Contracts all signed by B; or
- Contracts all signed by A and B in joint venture, or
- Contracts signed by A and contracts signed by A and B in joint venture, or
- Contracts signed by B and contracts signed by A and B in joint venture.

That show in total 100 billable days.

- iv. Any Respondent with questions regarding the way in which a joint venture response will be evaluated should raise such questions through the Enquiries process as early as possible during the invitation to qualify period.

3.2 Section I: Qualification Response

A complete qualification response consists of the following:

- 3.2.1 Submission Form (Requested at ITQ Closing):** Respondents are requested to include the Form 1 - Submission Form with their responses. It provides a common form in which Respondents can provide information required for evaluation, such as a contact name, the Respondent's Procurement Business Number, the language for future communications etc. Using the form to provide this information is not mandatory, but it is recommended. If Canada determines that the information requested by the Form 1 - Submission Form is incomplete or requires correction, Canada will provide the Respondent with an opportunity to do so.

- 3.2.2 Attachment 1 – ITQ Mandatory Evaluation Criteria:** The technical response must substantiate the compliance with the specific articles of Attachment 1, which is the requested format for providing the substantiation. The substantiation must not simply be a repetition of the requirement(s), but must explain and demonstrate how the Respondent meets the requirements to carry out the required Work. Simply stating that the Respondent or its proposed solution or resources comply is not sufficient. Where Canada determines that the substantiation is not complete, the Respondent will be considered non-responsive and disqualified. The substantiation may refer to additional documentation submitted with the response - this information can be referenced in the Appendix A of Attachment 1 to Part 4 – ITQ Reference Project Form.

3.2.3 Customer Reference Contact Information

1. In conducting its evaluation of the responses, Canada may, but will have no obligation to request that a respondent provide customer references. If Canada sends such a written request, the respondent will have 2 working days to provide the necessary information to Canada. Failure to meet this deadline will result in the response being declared non-responsive. These customer references must each confirm if requested by PWGSC, the facts identified in the Respondent's response, as required by Attachment "1".
2. For each customer reference, the Respondent must provide the information required at Appendix A of Attachment 1 to Part 4.
3. It is the sole responsibility of the Respondent to ensure that it provides a contact who is knowledgeable about the services the Respondent has provided to its customer and who is willing to act as a customer reference. Crown references will be accepted.

PART 4 - EVALUATION PROCEDURES AND BASIS OF QUALIFICATIONS

4.1 Evaluation Procedures

- 4.1.1** Responses will be assessed in accordance with the entire requirement of the ITQ including the evaluation criteria.
- 4.1.2** An evaluation team composed of representatives of Canada will evaluate the responses. Canada may hire any independent consultant, or use any Government resources, to evaluate any response. Not all members of the evaluation team will necessarily participate in all aspects of the evaluation.
- 4.1.3** PWGSC has engaged Knowles Consultancy Services Inc. as a fairness monitor for this solicitation process. The fairness monitor will not be part of the evaluation team, but will observe the evaluation of the responses with respect to Canada's adherence to the evaluation process described in this ITQ.
- 4.1.4** In addition to any other time periods established in the ITQ:
- (i) **Requests for Clarifications:** If Canada seeks clarification or verification from the Respondent about its response, including certifications, the Respondent 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 response being declared non-responsive.
 - (ii) **Extension of Time:** If additional time is required by the Respondent, the Contracting Authority may grant an extension in his or her sole discretion.

4.2 ITQ Mandatory Evaluation Criteria of Attachment 1

- 4.2.1** Each response will be reviewed to determine whether it meets the mandatory requirements of the ITQ. Any element of the ITQ identified with the words "must" or "mandatory" is a mandatory requirement. Responses that do not comply with each and every mandatory requirement will be declared non-responsive and be disqualified.

4.3 Reference Checks

- 4.3.1** 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 all the Respondents on the same day using the email address provided in the response. A Respondent will not meet the mandatory experience requirement (as applicable) unless the response is received within 5 working days of the date that Canada's email was sent.
- 4.3.2** On the third working day after sending out the reference check request, if Canada has not received a response, Canada will notify the Respondent by email, to allow the Respondent to contact its reference directly to ensure that it responds to Canada within 5 working days. If the individual named by a Respondent is unavailable when required during the evaluation period, the Respondent may provide the name and email address of an alternate contact person from the same customer. Respondents 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 Respondent 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.

- 4.3.3** 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 Respondents who have not, at that point, been found non-responsive.

4.4 Basis of Qualification

A response must comply with the requirements of the ITQ and meet all mandatory evaluation criteria to be declared responsive. A Respondent whose response has been declared responsive is a Qualified Respondent for the next stage of the solicitation process. However, Canada reserves the right to re-evaluate the qualification of any Qualified Respondent at any time during the solicitation process. For example, if the Respondent's security clearance changes or lapses, so that the Respondent no longer meets the requirements of this ITQ, it will no longer be a Qualified Respondent.

PART 5 – CERTIFICATIONS

Respondents must provide the required certifications and additional information.

The certifications provided by Respondents to Canada are subject to verification by Canada at all times.

Canada will declare a response non-responsive, or will declare a contractor in default if any certification made by the Respondent is found to be untrue, whether made knowingly or unknowingly, during the response evaluation period or during any subsequent stages of the procurement including the contract period.

The Contracting Authority will have the right to ask for additional information to verify the Respondent's certifications. Failure to comply and to cooperate with any request or requirement imposed by the Contracting Authority will render the response non-responsive or constitute a default under the subsequent Contract.

5.1 Certifications Required with Response

Respondents must submit the following duly completed certifications as part of their response.

(a) Declaration of Convicted Offences

As applicable, pursuant to subsection Declaration of Convicted Offences of section 01 of the Standard Instructions, the Respondent must provide with its response, the completed Declaration Form (Form 2), to be given further consideration in the procurement process.

(b) Integrity Provisions – List of Names

Respondents who are incorporated, including those responding as a joint venture, must provide with its response, a complete list of names of all individuals who are currently directors of the Respondent (Form 3 List of Names).

Respondents responding as sole proprietorship, as well as those responding as a joint venture, must provide the names of the owner(s).

Respondents responding as societies, firms or partnerships do not need to provide lists of names.

PART 6 - SECURITY REQUIREMENT

- 6.1.1 There are no security requirements for the ITQ.
- 6.1.2 It is anticipated that there will be security requirements for the RRR phase. Respondents will be required to meet the security requirements that will be specified during the RRR Phase.
- 6.1.3 It is anticipated that there will be security requirements at the Secret Level for the RFP phase. It is expected that Qualified Respondents will be required to meet the security requirements that will be specified in the RFP.

ANNEX A

OVERVIEW AND STATEMENT OF REQUIREMENT (SOW)

1. Overview

1.1 Background

With the establishment of the Canada Border Services Agency (CBSA) in December 2003, the Agency took over responsibility for managing revenue and cash management legacy systems from the Canada Customs and Revenue Agency (CCRA). These systems are obsolete, not compliant with current accounting environments and pose many challenges for clients, the CBSA and other Government departments. Consequently, there exists a critical need for the Agency to make changes to current revenue and trade business models and to update the tools and systems employed to increase efficiency, improve accuracy and enhance effectiveness. In addition, stakeholders and trade partners have indicated the need for CBSA to modernize its processes to allow for more electronic and real-time interaction.

The key drivers for change include:

- *Accountability* – Audits and observations made by the Office of the Auditor General (OAG), the Office of the Comptroller General (OCG) and the Public Accounts Committee (PAC) concluded that CBSA is non-compliant with various GC financial policies, regulations and strategies, Generally Accepted Accounting Principles (GAAP) and financial management best practices. Changes to the Agency's accounting practices and systems to produce fully auditable financial statements, increase accountability and improve asset stewardship controls are required.
- *Efficiency and Service Delivery* – Improvements are needed in a number of areas to support efficiencies in the Agency's revenue information and reporting requirements, including strengthening and streamlining trade systems and processes; automating trade processes; and acquiring new tools to support trade program activities. Streamlining and service delivery are priorities of the government and the Agency will implement changes that make it easier for businesses to interact with the CBSA.
- *Business Simplification* – CBSA established the Business Simplification Initiative (BSI) to improve the clarity and efficiency of its commercial processes and programs. CARM responds to priorities and plans identified in the Government's Economic Action Plan 2012, the Government's Action Plan on Perimeter Security and Economic Competitiveness, and the Action Plan on Regulatory Cooperation as it will look at ways to harmonize and streamline trade and revenue management processes to reduce barriers to trade, lower costs for importers, and create economic opportunities for Canadian businesses.
- *Technology* – Currently, the use of manual processes and antiquated, aging and non-integrated systems lead to inefficiencies and inaccuracies in the reporting of trade data and challenges in reconciling accounts to the Revenue Ledger causing delays in meeting the Agency's reporting obligations to the Department of Finance. This has raised concerns regarding CBSA's ability to undergo financial audits, especially since the CBSA does not have

an automated accounts receivable ledger of any kind. Some of the 25 legacy systems are no longer supported, including 4 mission critical ones.

The CBSA Assessment and Revenue Management (CARM) was launched in 2007 to address the deficiencies identified by the OAG. CARM is a multi-phased initiative designed to modernize and optimize the Agency's assessment and revenue management systems and processes. The CARM Solution will streamline trade processes by enabling the Agency to access consolidated client account information, support more efficient payment options, and enable the trade community to manage their account information and documentation electronically.

The Accounts Receivable Ledger (ARL) initiative is the first phase of the Solution and has recently been implemented. ARL provides an integrated and centralized commercial client-based accounting system, daily and monthly electronic account statements and e-payment and internet banking options.

Phase 2 and subsequent phases of the CARM Solution will further modernize the system and bring much needed improvements to the way in which the Agency delivers services to its clients. The gradual introduction of e-business solutions and the elimination of manual processes will reduce the paper burden for clients and the CBSA and improve processes.

Modernized financial management systems will provide for client-based and accrual accounting, making CBSA compliant with the Government of Canada's (GoC) Financial Information Strategy. It will also improve processes and systems to allow for automated revenue reporting and reconciliation to ensure accurate reporting that is less prone to errors and eliminate manual intervention.

Streamlined client registration processes will also be implemented to support new programs and systems for assessments and re-assessments and facilitate future development of new payment options for clients.

1.2 Objectives and Business Outcomes

CARM will provide the solutions and tools required by the CBSA's Commercial Trade Chain Partners to efficiently and effectively meet their trade compliance responsibilities. The CARM Solution will also provide the solutions and tools required by the CBSA to:

- Apply trade regulations (e.g., tariff classification, valuation, origin / tariff treatment) in a consistent and predictable manner;
- Collect duties, taxes, and fees owed with the least disruption and burden to the Trade Chain Partners;
- Capture and publish standardized trade data within required timelines;
- Implement the GoC internal controls and meet its Financial Stewardship mandate; and
- Implement a flexible, adaptable and agile information technology platform to address its aging information technology systems.

CARM Solution will deliver business outcomes that directly address the OAG issues as follows:

- Financial Stewardship – A solution that will be able to demonstrate data integrity, embedded financial controls and provide CBSA with the tools to meet the OAG standards and audit requirements;
- Holistic Client Account Management – Transparent, standardized and traceable process for client account management, assessments (B3), reassessments (B2), payment processing and collection of duties, fees and taxes;
- Service Delivery Model – Multi-channel service delivery for the commercial community with a focus on client account self-service;
- Trade Data Compliance – Standardized processes for accurately capturing accounting and trade data; and

Trade Data Reporting – Timely publication of trade data to the CBSA, OGD and external stakeholders.

1.3 Functional Scope

Functional requirements reflect business outcomes of a non-technical nature that impact processes and stakeholder communities, and attend to value and efficiencies. The Project identified multiple business or functional capabilities via its requirements definition process. The list of capabilities was refined to create a functional project scope that aligns with the project's objectives and desired business outcomes, and which directly addresses the challenges identified in the OAG reports. Following are the capabilities that constitute the CARM Solution functional scope:

- **Registration and Enrolment:** Provide Trade Chain Partners with the ability to register and enrol in multiple CBSA commercial programs using a single streamlined process via paper application and/or online services. Provide the CBSA the flexibility to accommodate changes to current and future program enrolment processes.
- **Customs Tariff Assessment and Rulings Information:** Provision of automated tools for the CBSA to produce the Departmental Consolidation of the Customs Tariff and advance rulings/national customs rulings. This will allow the CBSA and its Trade Chain Partners to retrieve and validate information on the Customs Tariff and past rulings thereby contributing to greater accuracy in the import declaration and increasing voluntary compliance.
- **Assessment / Reassessment Processing:** Fully integrated processing of all CBSA assessment and reassessment transactions providing automated capabilities for commercial risking and data validation, and for comprehensive transactional reconciliation from initial accounting to post-accounting.
- **Client Account Invoicing:** Recording of client transactions originating from the assessment, reassessment, and fee and penalties activities, and providing CBSA clients comprehensive account details with a single integrated invoice generation application.
- **Payment Processing:** Processing of payments, including refunds, made by CBSA clients via numerous payment methods and channels allowing for specific allocation and offsetting within and across programs. Provision for CBSA clients to direct payments to specific assessments.
- **Collections Management:** Consolidated management of overdue receivables and securing delinquent duties and taxes.

- **Financial Management and Controls:** Reconciliation of the Revenue Ledger with the Accounts Receivable Sub-ledger, and automated enforcement of financial and management controls as per internal controls framework.
- **Commercial Client Accounts Management:** Management of commercial client accounts and client financial profile data at the entity and program level, including the ability for the CBSA to view all financial transactions and balances across all Commercial Programs.
- **Online Client Service:** Allow commercial clients to manage their account information and perform permissible business transactions via an online client services channel.
- **Trade Data Reporting and Analytics:** Information and analytics required to meet CBSA's mandate to provide trade data to its Trade Chain Partners and the Government of Canada.
- **Compliance Monitoring and Analytics:** Information and analytics designed to strengthen compliance by identifying clients that are non-compliant with reporting requirements that impact their revenue liability or program status.
- **Trade Fraud and Evasion Detection and Analytics:** Enforcing customs policies and laws associated with the systematic non-compliance by clients to circumvent the statutes of Canada. These may be with regard to a program, systematic miss-classification or other CBSA related statutes.
- **Case Management:** Provide case management, workflow management, and enhanced document and image management tools for managing different case types, including but not limited to compliance, recourse, anti-dumping and countervailing.
- **Financial Security Program Management:** Provide for a simplified process to manage and monitor compliance for the programs where financial security is required. Introduce a single repository for managing financial security instruments.

1.4 Functional Capabilities, Outcomes and Business Value

Each of the CARM Solution capabilities are designed to deliver specific deliverables or outcomes that provide tangible business value and address the OAG requirement(s).

Capabilities	Deliverable/Outcome	Business Value
<ul style="list-style-type: none"> • Client Registration and Program Enrolment 	<ul style="list-style-type: none"> • Multi-channel service for TCPs to register and enrol with CBSA • Software applications providing flexibility to accommodate change 	<ul style="list-style-type: none"> • Faster enrolment for clients • Accurate data capture with data validation at time of entry • Less administrative effort by CBSA staff • More work done on-line without manual intervention from CBSA • Reduction in time and effort to roll out changes to current programs or to deploy new programs • Addresses OAG reqt. 8.68 – modernize systems
<ul style="list-style-type: none"> • Customs Tariff and Rulings Information 	<ul style="list-style-type: none"> • Tariff data maintenance and tariff rate retrieval publishing service for the determination of duties 	<ul style="list-style-type: none"> • Greater accuracy in initial tariff assessment and determination • All parties using same tariff rates resulting in reduction in number of rejections due to differences

Capabilities	Deliverable/Outcome	Business Value
	and taxes as per tariff regulations	<ul style="list-style-type: none"> Less intervention by CBSA staff Ability to update tariff changes faster Ability for TCPs to subscribe to tariff updates Addresses OAG reqt. 8.28 – assessment accuracy
<ul style="list-style-type: none"> Assessment / Reassessment Processing 	<ul style="list-style-type: none"> Re-engineered Assessment / Reassessment process, supported by a rules based engine enabling B3 versioning with traceability back to the originating assessment 	<ul style="list-style-type: none"> Automatic validation of Assessments and Reassessments per Tariff regulations Traceability back to the originating assessment so both parties can validate from the same source information Automatic enforcement of financial controls on reassessments, including refunds Less effort in dispute resolution and management of assessments Addresses OAG reqt. 8.28 – assessment accuracy Addresses OAG reqt. 8.64 – assessment / reassessment
<ul style="list-style-type: none"> Client Account Invoicing 	<ul style="list-style-type: none"> A single repository of all client financial obligations A rules-based 'penalty' application within CARM Solution comprised of penalties calculations, assessment invoicing, and client notification 	<ul style="list-style-type: none"> Faster payment of assessments and penalties Consistent determination of penalties and a reduction of work for CBSA staff for dispute resolution and to apply penalties Addresses OAG reqt. 8.68 – modernize systems
<ul style="list-style-type: none"> Payment Processing 	<ul style="list-style-type: none"> Process for rules-based payment allocation Automatic off-setting Systematic enforcement of financial controls 	<ul style="list-style-type: none"> Improved client service by providing greater choice of payment options Faster payment of revenues Fewer errors and reduced potential for fraud through on-line payments Less manual intervention required by CBSA staff Addresses OAG reqt. 8.67 – payment systems Enablement of cashier-less borders for Canadian business entities – allowing CBSA staff at the port of entry to focus on risking with administrative task shifted to back office centers with expertise
<ul style="list-style-type: none"> Collections Management 	<ul style="list-style-type: none"> Client-based accounts overdue collections processes Integration with CRA collection unit and 	<ul style="list-style-type: none"> Less manual intervention in collecting taxes and duties More frequent follow up Higher rates of collection which increase overall net taxes received

Capabilities	Deliverable/Outcome	Business Value
	collections application	<ul style="list-style-type: none"> Retirement of 5 legacy TARS systems Addresses OAG reqt. 8.67 – payment systems
<ul style="list-style-type: none"> Financial Management and Controls 	<ul style="list-style-type: none"> Client-based accounting sub-ledger integrated with the CBSA Revenue Ledger 	<ul style="list-style-type: none"> Improved accuracy in taxation and payments Traceability between Revenue Ledger and Accounts Receivable Ledger. Less effort required by CBSA staff in reconciling the A/R ledger with the Revenue ledger Reduction in effort to perform financial closing of books Faster and more consistent reporting to senior management, OGDs and Parliament Addresses OAG reqt. - 2004 Upgrade CBSA on-line accounting capabilities Addresses OAG reqt. - 8.28 Assessment accuracy Addresses OAG reqt. - 8.59 Risk based compliance
<ul style="list-style-type: none"> Commercial Client Accounts Management 	<ul style="list-style-type: none"> An integrated client account profile across all CBSA programs Management of client account financials across all CBSA programs 	<ul style="list-style-type: none"> Ability to view all transactions and information about clients reduces the amount of effort required by CBSA staff Ability to view client financial risk across programs Ability to offset across program accounts Improved accuracy in taxation and payment Improved measurement of trends and information Addresses OAG reqt. - 2004 Upgrade CBSA on-line accounting capabilities Addresses OAG reqt. - 8.28 Assessment accuracy Addresses OAG reqt. - 8.59 Risk based compliance
<ul style="list-style-type: none"> Online Client Self-Service 	<ul style="list-style-type: none"> Multi-channel processes Portal and web flow for self-service program enrollment applications, client profile permissible updates, and transactional information Client directed specified payment 	<ul style="list-style-type: none"> Client Service Business process efficiency Data accuracy and processing efficiency Reduction of work effort for CBSA Addresses OAG reqt. 8.68 – modernize systems
<ul style="list-style-type: none"> Trade Data and 	A standard Trade Data Reporting system	<ul style="list-style-type: none"> Preliminary trade data analytics available on a daily basis

Capabilities	Deliverable/Outcome	Business Value
Revenue Reporting and Analytics		<ul style="list-style-type: none"> Consistency in reporting of trade and revenue data Elimination of work to perform data massaging to prepare reports Less manual intervention and possibility of errors Better able to meet reporting obligations for OGDs and multiple levels of summarization for single data source Addresses OAG reqt. 8.68 – modernize systems
<ul style="list-style-type: none"> Compliance Monitoring and Analytics 	An automated compliance reporting system	<ul style="list-style-type: none"> Increased compliance which will increase overall revenues to Canada Algorithm –based audit selection to increase audit initiated revenue with reduced Audit staff More accurate verification of higher risk assessments and potential fraud which results in better use of CBSA staff time and resources Better client service by targeting only high risk clients Addresses OAG reqt. 8.59 – Risk based compliance
<ul style="list-style-type: none"> Trade Fraud and Evasion Detection and Analytics 	<ul style="list-style-type: none"> Multi-dimensional pattern-based analytics 	<ul style="list-style-type: none"> Better detection of fraud and systemic non-compliance Focused efforts on higher risk clients and trade Better enforcement of trade laws and regulations Increased revenue due to better enforcement Addresses OAG reqt. 8.58 – Risk based compliance
<ul style="list-style-type: none"> Case Management 	<ul style="list-style-type: none"> Case and records management functionality Case structure and workflows for multiple case types 	<ul style="list-style-type: none"> Greater efficiency in managing and working with clients and trade information Less manual intervention by CBSA staff Easier and faster access to trade documents and information Better responsiveness to client queries and cases Addresses OAG reqt. 8.68 – modernize systems
<ul style="list-style-type: none"> Financial Security Program 	<ul style="list-style-type: none"> Recommendation report on the financial security requirement for Release Prior to Payment Privilege 	<ul style="list-style-type: none"> Reduction/elimination in the financial burden to trade chain partners Reduction/elimination in the administrative burden for the CBSA and on trade chain partners to maintain their

Capabilities	Deliverable/Outcome	Business Value
Management	<ul style="list-style-type: none">Single repository for managing client financial security instruments	<ul style="list-style-type: none">financial securityAlignment with federal government red-tape reduction objective

2.0 Statement of Work Overview

2.1 Overview

The Contractor is expected to provide a 'solution-as-a-service' and have overall responsibility for the implementation and operations of the CARM solution, including the project management, business transformation, planning, analysis, design, development, test, deployment, change management, operation and support of the CARM solution under the overall direction and accountability of the Technical Authority. This section identifies those aspects of the CARM Solution that are expected to be fulfilled by the Contractor through this procurement. It is expected that the Contractor will be responsible for performing the following streams of work:

- Phase 2 Business Capabilities Implementation
- Implementation of the CARM Core Platform
- Managed Services of the CARM Solution
- Innovation and Program Management Services
- Optional Services

An overview of the work streams are provided below. Further descriptions, scope, roles, responsibilities, current state information and requirements will be reviewed and refined with the ITQ Responsive Contractors during the RRR phase.

It is expected that the existing SAP application running the CBSA's Revenue Ledger (RL) and recently implemented Accounts Receivable Ledger (ARL) solutions will form the basis of the CARM Core Platform and be provided to the Contractor as Government Furnished Equipment. It is further expected that the Contractor will maximize the use of this platform to enable the CARM Phase 2 capabilities. Details of the existing SAP licenses, modules and platform will be provided during the RRR phase. It is expected that the Contractor will cost and provision all required non-GFE applications and infrastructure necessary to implement and operate the CARM solution and that the infrastructure will be managed by the Contractor within an SSC data centre facility and network. Further details will be provided during the RRR phase.

2.2 Work Stream Overviews

2.2.1 Phase 2 Business Capabilities Implementation

It is expected that the Contractor will have overall responsibility for the implementation of the phase 2 business capabilities, including the project management, business transformation, analysis, planning, design, development, test, deployment and change management activities of a specified set of business processes and supporting technologies to support the Phase 2 functional scope.

The table below identifies the expected Phase 2 functional scope.

Capability	Phase 1 ARL	Phase 2 Capabilities	Future Capabilities
1. Client Registration and Program Enrolment		✓	
2. Customs Tariff and Rulings Information		✓	
3. Assessment / Reassessment Processing		✓	
4. Client Account Invoicing	✓		
5. Payment Processing	✓		
6. Collections Management	✓		
7. Financial Management and Controls	✓		
8. Commercial Client Accounts Management	✓		
9. Online Client Self-Service		✓	
10. Trade Data and Revenue Reporting and Analytics			✓
11. Compliance Monitoring and Analytics			✓
12. Trade Fraud and Evasion Detection and Analytics			✓
13. Case Management			✓
14. Financial Security Program Modernization		✓	

Checkmarks (✓) above indicate in which of the CARM Solution phase, a capability will begin transformation. Subsequent phases of the Solution will continue to enhance prior deployed capabilities.

2.2.2 CARM Core Platform

It is expected that the Contractor will have overall responsibility for the CARM Solution Core Platform implementation, including the project management, business transformation, planning, analysis, design, build, test, deployment and change management for the CARM Solution Core Platform: Key CARM Solution Core Platform sub-work streams will include:

- Re-platforming of the existing CARM RL/ARL SAP environment(s) onto a updated infrastructure as proposed by the Contractor and potential re-location into a new SSC data centre facility;
- Implementation of an integration architecture and API Management capabilities; and
- Implementation of the CARM Solution portlet(s) within the CBSA Enterprise Portal or provision of the CARM Solution specific portal (to be determined);

2.2.3 Managed Services

It is expected that the Contractor will manage, operate and support the CARM Solution as a Service Level Agreement (SLA) – based service within a multi-year contractual arrangement. It

is expected that the Contractor's service will include the management, operations and support of all aspects of the CARM Solution with the exception of the Government of Canada's data centre facilities and network.

2.2.4 Innovation and Program Management Services

It is expected that the Contractor will provide services to, and work collaboratively with the executive CARM project team, internal and external stakeholders with respect to the overall program management of CARM including strategic innovation and partner engagement, development of the CARM Solution program target operating model, management of the integrated work plan, outcome planning and management, strategic planning and oversight of future phases of the CARM Solution.

2.2.5 Optional Future Services

It is expected that future services related to the project management business transformation, planning, analysis, design, development, deployment and change management activities not already covered in the above work streams but within the identified scope of the overall CARM Solution, may be required. Canada may also compete any and all work related to the future phases of the CARM Solution at its sole discretion.

ANNEX B

GLOSSARY OF TERMS

This Annex outlines the terminology employed throughout the ITQ but not already defined or interpreted in the ITQ.

The Canada Border Services Agency Accounting and Revenue Management (CARM) system is a major IT-enabled business transformation that modernizes our revenue management and trade programs and systems, as well as automates many of the current manual processes required to collect, assess, manage and report on these revenues. The Solution touches on numerous core business functions, processes and systems – within CBSA, and with our trade and delivery partners. The CARM Solution presents a tremendous opportunity to fundamentally rethink how these programs and processes are delivered.

Fairness Monitor and Fairness Monitoring Program

The Fairness Monitoring (FM) Program within Public Works and Government Services Canada (PWGSC) provides management, client departments, government suppliers, Parliament and Canadians with independent assurance that Public Works and Government Services Canada (PWGSC) activities are conducted in a fair, open and transparent manner. Independent third-party fairness monitors observe all or part of a departmental activity. Based on their observations, they provide an impartial opinion on the fairness of the monitored activity. The program helps PWGSC protect the interests of its clients, and Canadian taxpayers by identifying and resolving fairness issues as they arise. Dealing with any issues early makes the process fairer, and avoids possible costly after-the-fact resolutions.

Smart Procurement

The four elements of Smart Procurement approach are:

- Early Engagement;
- Effective Governance;
- Independent Advice; and
- Benefits for Canadians.

When put together, these four elements help CBSA achieve their goals of improving its services and providing positive outcomes for Canadians.

Statement of Work (SoW)

A clear, concise, and comprehensive description of the work, deliverables, and/or services required to fulfill the contract. It is included in the resulting contract.

Invitation to Qualify No.
47064-165038/C

Amendment No.

Buyer ID
609EL

FORM 1 - SUBMISSION FORM		
Respondent's full legal name <i>[Note to Contractors: Contractors who are part of a responding group should take care to identify the correct corporation as the Respondent.]</i>		
Authorized Representative of Respondent for evaluation purposes (e.g., clarifications)	Name	
	Title	
	Address	
	Telephone #	
	Fax #	
	Email	
Respondent's Procurement Business Number (PBN) <i>[Note to Respondents: Please ensure that the PBN you provide matches the legal name under which you have submitted your response. If it does not, the Respondent will be determined based on the legal name provided, not based on the PBN, and the Respondent will be required to submit the PBN that matches the legal name of the Respondent.]</i>		
Preferred language for future communications	English _____	
	French _____	
On behalf of the Respondent, by signing below, I confirm that I have read the entire ITQ including the documents incorporated by reference into the ITQ and I certify that: 1. The Respondent considers itself and its products able to meet all the mandatory requirements described in the ITQ and 2. All the information provided in the response is complete, true and accurate; and		
Signature of Authorized Representative of Respondent		

ATTACHMENT 1 TO PART 4

ITQ MANDATORY EVALUATION CRITERIA

1. Respondents are requested to use the ITQ Reference Project Form found at Appendix A to Attachment 1 to Part 4 for each project. Although all the contents of the Attachment are required, using the Attachment itself to provide this information is not mandatory. For Respondents who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the Attachment may result in the response being declared non-responsive.
2. If more ITQ reference projects are provided than requested, Canada will decide in its discretion which ITQ reference projects will be evaluated.

3. **Affiliate**

Affiliate(s): Is defined in accordance with Article 01 - Integrity Provisions – Bid - (2015-07-03) of the 2003 Standard Instructions - Goods or Services - Competitive Requirements.

The Respondent must provide an organization chart for the Respondent showing all person, including, but not limited to, organizations, bodies corporate, societies, companies, firms, partnerships, associations of persons, parent companies or subsidiaries, whether partly or wholly-owned, as well as individuals, directors, officers and key employees if:

- a. one controls or has the power to control the other, or
- b. a third party has the power to control both.

If the required organization chart has not been received by the time the evaluation of responses is completed, Canada will inform the Respondent of a time frame within which to provide the information. Failure to provide the organization chart within the time frame specified will render the response non-responsive. Providing the required organization chart is a mandatory requirement for qualification.

4. **ITQ Reference Project:** A ITQ Reference Project is a client-defined project for which the Respondent or an Affiliate of the Respondent performed some or all of the services to assist the client in accomplishing their project's objectives.
5. **Value (\$) of the ITQ Reference Project:** The total contract value to Respondent or its Affiliate for all services provided to the client for the ITQ Reference Project. The total contract value consists of the total cumulative value of all contracts that the Respondent has or had for this ITQ Reference Project.

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
M1	Customs Expertise	Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided consulting services to	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>clients within the customs industry that meet the following criteria:</p> <p>(a) The value of the ITQ Reference Project must be \$5M or greater;</p> <p>(b) Each ITQ Reference Project must have been completed* in the past eight years prior to the ITQ closing date; and</p> <p>(c) The Respondent must demonstrate using ITQ Reference Projects; (1) that it has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) business transformation services; ii) organizational change management; iii) solution design services*. <p>*The following definitions apply to the evaluation of this requirement:</p> <p>1) Business transformation services: <i>The provision of services for making and designing fundamental changes in how business is conducted in order to help cope with shift in the business environment.</i></p> <p>2) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental and transformational organizational changes, including culture, policies, procedures and physical environment, as well as employee competencies, roles, skills, responsibilities and training.</i></p> <p>3) Solution design services: <i>the provision of services for developing preliminary and detailed business and system processes, architectures and detailed designs.</i></p> <p>4) Completed Project: <i>A project where the services being evaluated in this requirement</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<i>have been completed. The Respondent's services may continue to be ongoing.</i>	
M2	Tax and Revenue Management	<p>Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided the implementation of a revenue management system within a public sector entity who collects duties, excises or taxes greater than \$10B annually and that meet the following criteria:</p> <p>(a) The value of at least one ITQ Reference Project must be \$20M or greater. The value of the other ITQ Reference Projects must be \$10M or greater;</p> <p>(b) Each ITQ Reference Project must have been completed** in the past eight years prior to the ITQ closing date; and</p> <p>(c) The Respondent must demonstrate using ITQ Reference Projects; (1) that it has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) solution analysis; ii) design; iii) development; iv) organizational change management; v) data conversion; vi) project management; vii) system deployment; viii) critical care support services**. <p>**The following definitions apply to the evaluation of this requirement:</p> <p>1) Solution analysis: <i>the activity of developing business and system requirements as well as business and system use cases for the entire business process and its subprocesses.</i></p> <p>2) Solution design: <i>the activity of developing preliminary and detailed business and system processes,</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p><i>architectures and designs for the end product/solution.</i></p> <p>3) Solution development: <i>the tailoring, configuration, programming, integration, documentation and testing of system components.</i></p> <p>4) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental transformational organizational changes, including culture, policies, procedures and physical environment, as well as employee competencies, roles, skills, responsibilities and training.</i></p> <p>5) Data conversion: <i>Conversion from one way of encoding data to another way.</i></p> <p>6) Project management: <i>The application of processes, methods, knowledge, skills and experience to achieve the project objectives.</i></p> <p>7) System deployment: <i>People, process and technology activities relating to the implementation of production systems including installation of all production hardware and software; movement of applications from development and test environments to the production systems; data conversion, migration and integration; and transition to support services</i></p> <p>8) Critical care support services: <i>the services required during a stabilization period after Production Go-live which provides exceptional levels of customer support, data integrity, and system availability to ensure high volumes of user enquires and system issues are managed expediently and efficiently to smooth the overall transition to the new system.</i></p> <p>9) Completed Project: <i>A project where the services being evaluated in this requirement have been completed and at least 50% of</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<i>the planned releases (excluding maintenance releases), comprising a minimum of 50% of the planned functionality, of the systems and processes for the project have been deployed into production prior to the ITQ closing date. The Respondent's services may continue to be ongoing.</i>	
M3	Business Transformation Services	<p>Respondent Experience: Respondent must provide three ITQ Reference Project where the Respondent or an Affiliate of the Respondent provided business transformation services that meet the following criteria.</p> <p>(a) The value of the ITQ Reference Project must be \$20M or greater;</p> <p>(b) A minimum of one ITQ Reference Project must be for services provided by the Respondent itself;</p> <p>(c) Each ITQ Referenced Project must have been completed*** in the past eight years prior to the ITQ closing date;</p> <p>(d) All ITQ Referenced Projects must have been for business transformation services directly impacting at least 1,000 users in a decentralized, multi-regional environment;</p> <p>(e) The Respondent must demonstrate using ITQ Reference Projects; (1) that it has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) business process redesign; ii) stakeholder engagement; iii) organizational change management; iv) benefits and outcome realization planning; v) communications including executive briefings, roadmapping***. <p>(f) Stakeholder relationship management*** services must have been provided in at</p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>least one ITQ Reference Project that included transforming how the client managed and interacted with external commercial customers; and</p> <p>***The following definitions apply to the evaluation of this requirement:</p> <p>1) Business process design: <i>the activity of designing the business process flows required to meet a particular business requirement. This may also include redefining data flows along with resource and equipment requirements for each particular process. Process design typically uses a number of tools including flowcharting, process simulation software, and scale models.</i></p> <p>2) Stakeholder engagement: <i>The process by which an organisation involves people who may be affected by the decisions it makes or can influence the implementation of its decisions. This may include direct and indirect communications, workshops, meetings, etc.</i></p> <p>3) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental transformational organizational changes, including culture, policies, procedures and physical environment, as well as employee competencies, roles, skills, responsibilities and training.</i></p> <p>4) Benefits and outcome realization planning: <i>The planning and ongoing management of the benefits and outcome to be enabled through the successful implementation of a project. This includes the identification, definition, planning, tracking and realisation tracking of quantitative and qualitative benefits and outcomes.</i></p> <p>5) Communications including executive</p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>briefings, roadmapping: <i>Documentation and provision of communiques, briefing notes and presentations of various aspects of a project focused to the level, understanding and focus of key stakeholders including senior executives.</i></p> <p>6) Stakeholder Relationship Management: <i>The management of all aspects of the working relationship between the project and its impacted internal and external stakeholders. This includes a holistic relationship management strategy to ensure alignment across relevant levels of the customer's organization which may include working sessions, executive meetings and targeted communications to ensure a firm understanding of the stakeholder's key challenges, business, transformational and technology drivers and support for implementation readiness.</i></p> <p>7) Completed Project: <i>A project where the services being evaluated in this requirement have been completed and at least 50% of the planned releases (excluding maintenance releases), comprising a minimum of 50% of the planned functionality, of the systems or processes for the project have been deployed into production prior to the ITQ closing date. The Respondent's services may continue to be ongoing.</i></p>	
M4	SAP	<p>Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent provided the implementation of a SAP system that meets the following criteria.</p> <p>(a) The value of the ITQ Reference Project must be \$20M or greater;</p> <p>(b) A minimum of one ITQ Reference Project must be for services provided by the Respondent itself;</p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>(c) Each ITQ Reference Project must have been completed**** in the past eight years prior to the ITQ closing date;</p> <p>(d) Each ITQ Referenced Project must have been for an SAP implementation to at least 1,000 users;</p> <p>(e) At least three ITQ Reference Projects must have been for projects that impacted at least 500 external business partners; and</p> <p>(f) The Respondent must demonstrate using ITQ Reference Projects; (1) that it has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) business process design; ii) solution analysis; iii) solution design; iv) solution development; v) system deployment; vi) organizational change management; vii) end-user training; viii) project management; ix) critical care support****. <p>****The following definitions apply to the evaluation of this requirement:</p> <p>1) Business process design: <i>the activity of designing the business process flows required to meet a particular business requirement. This may also include redefining data flows along with resource and equipment requirements for each particular process. Process design typically uses a number of tools including flowcharting, process simulation software, and scale models.</i></p> <p>2) Solution analysis: <i>the activity of developing of business and system requirements as well as business and system use cases for the entire business process and its sub-processes.</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>3) Solution design: <i>the activity of developing preliminary and detailed business and system processes, architectures and designs for the end product.</i></p> <p>4) Solution development: <i>the tailoring, configuration, programming, integration, documentation, quality management and testing of system components.</i></p> <p>5) System deployment: <i>People, process and technology activities relating to the implementation of production systems including the planning and execution of release management activities for the installation of all production hardware and software; movement of applications from development and test environments to the production systems; final performance and security testing, data conversion, migration and integration; and transition to support services</i></p> <p>6) Organizational change management: <i>Organizational Change Management (OCM) supports the changing needs and capabilities of an organization. OCM is used to prepare, adopt and implement fundamental and radical organizational changes, including its culture, policies, procedures and physical environment, as well as employee training, roles, skills and responsibilities.</i></p> <p>7) End-user training: <i>development, management and execution of end-user training requirements, strategies and materials including computer-based training, tutorials, presentations, self-help guides and other training documentation along with the administration and provision of in-class or remote training of individual or group sessions.</i></p> <p>8) Project management: <i>the application of processes, methods, knowledge, skills and experience to achieve the project objectives.</i></p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>9) Critical care support services: <i>the services required during a stabilization period after Production Go-live which provides exceptional levels of customer support, data integrity, and system availability to ensure high volumes of user enquires and system issues are managed expediently and efficiently to smooth the overall transition to the new system.</i></p> <p>10) Business Partner: <i>An organization or group of organizations in which a company or organization has a business interest. Example business partners include suppliers, customers, intermediaries and providers of complementary services.</i></p> <p>11) Completed Project: <i>A project where the services being evaluated in this requirement have been completed and at least 50% of the planned releases (excluding maintenance releases), comprising a minimum of 50% of the planned functionality, of the systems and processes for the project have been deployed into production prior to the ITQ closing date. The Respondent's services may continue to be ongoing.</i></p>	
M5	Managed Services	<p>Respondent Experience: Respondent must provide three ITQ Reference Projects where the Respondent or an Affiliate of the Respondent were the Prime Contractor***** responsible for managed services that meet the following criteria:</p> <p>(a) The value of each ITQ Reference Project was \$50M or greater;</p> <p>(b) The services must have been provided within the past eight years prior to the ITQ closing date; however the services may still be ongoing;</p> <p>(c) Each ITQ Reference Project must have had a duration of at least two years prior to the ITQ closing date;</p> <p>(d) At least one ITQ Reference Project must have been within a multi-vendor</p>	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		<p>environment*****;</p> <p>(e) At least one ITQ Reference Project must have included SAP as a managed application; and</p> <p>(f) The Respondent must demonstrate using ITQ Reference Projects; (1) that it has experience performing all of the following services, and (2) that each of the ITQ Reference Project include one or more of the following services:</p> <ul style="list-style-type: none"> i) Application Management Services; ii) Platform Management Services; iii) Infrastructure Management Services*****. <p>*****The following definitions apply to the evaluation of this requirement:</p> <p>1) Application Management Services: <i>the provision of services, processes and methodologies for supporting, maintaining, enhancing and managing custom applications, packaged software applications or network-delivered applications.</i></p> <p>2) Platform Management Services: <i>The provision of services, processes and methodologies for supporting, maintaining, enhancing and managing a broad collection of application infrastructure (middleware) services including application platform, integration, business process management and database services. The platform management services offering is usually depicted in architecture diagrams between the application and infrastructure services offering layers.</i></p> <p>3) Infrastructure Management Services: <i>The provision of services, processes and methodologies for supporting, maintaining, enhancing and managing a set of computer resources, including hardware, operating systems, operating system level applications, storage and peripherals.</i></p> <p>4) Multi-Vendor Environment: An environment where the Respondent delivered the referenced services with another vendor or vendors (under contract to the client separate from the Respondent) delivering other aspects of the managed service. For example, the Respondent</p>	

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		<p>provided the Application Management Services and another vendor provided the Infrastructure Management Services under a separate contract from the Respondent.</p> <p>5) Prime Contractor: A Prime Contractor is the service provider that is contracted directly with the end client and is ultimately responsible for the delivery of the referenced service to the client. A Prime Contractor may utilize sub-contractors to perform some of the services.</p>	

APPENDIX A OF ATTACHMENT 1 TO PART 4

ITQ REFERENCE PROJECT FORM

Respondents are requested to use the Appendix A to Attachment 1 to Part 4 to demonstrate meeting the criteria at Attachment 1 to Part 4, with the response. Although all the content of this Appendix is required, using the attachment itself to provide this information is not mandatory. For Respondents who use an alternate form, it is in Canada's sole discretion to determine whether all the required information has been provided. Alterations to the statements in the Appendix may result in the response being declared non-responsive.

Mandatory Requirement Number (From Attachment 1 of Part 4):			
Referenced Project #:			
Referenced Project Title:			
Project Value (\$) in Canadian dollars:			
Name of the Respondent or Name of the Respondent's Affiliate that performed the work:		If the Affiliate performed the work, the following certification should be provided.	
Certification		By submitting a response, I (The Respondent) certify that (Respondent to insert Affiliate name) is an Affiliate as defined in this ITQ.	
Number of users where the application was deployed:		Where applicable	
Multi-Vendor environment		Where applicable	
Project Start Date:		Project End Date:	
CUSTOMER/CLIENT REFERENCE CONTACT INFORMATION			
Name of Customer/Client Organization:			
Contact Name:			
Contact's email address:			
Contact's telephone number:			
PROJECT DETAILS			
Description of the services provided under this project :			

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Form 2
Declaration Form

This declaration form must be submitted as part of the ITQ process. Please complete and submit in a **sealed envelope labelled “Protected”** to the attention of Integrity, Departmental Oversight Branch, PWGSC, 11 Laurier Street, Place du Portage, Phase III, Tower A, 10A1, Room 108, Gatineau (Québec) Canada K1A 0S5. Include the sealed envelope with your ITQ response submission. This form is considered “Protected B” when completed.

Complete Legal Name of Company:	
Company’s address:	
Company’s Procurement Business Number (PBN):	
ITQ Number:	
Date of response: (YY-MM-DD)	

Have you ever, as the bidder, your affiliates or as one of your directors, been convicted or have pleaded guilty of an offence in Canada or similar offence elsewhere under any of the following provisions ¹ :

	Yes	No	Comments
Financial Administration Act 80(1) d): False entry, certificate or return 80(2): Fraud against Her Majesty 154.01: Fraud against Her Majesty Criminal Code 121: Frauds on the government and contractor subscribing to election fund 124: Selling or Purchasing Office 380: Fraud – committed against Her Majesty 418: Selling defective stores to Her Majesty	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	 <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	

In the last 3 years, have you, as the bidder, your affiliates or one of your directors, been convicted or have pleaded guilty of an offence in Canada or elsewhere under any of the following provisions ¹:

Criminal Code 119: Bribery of judicial officers,...	 <input type="checkbox"/>	 <input type="checkbox"/>	
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120: Bribery of officers 346: Extortion 366 to 368: Forgery and other offences resembling forgery 382: Fraudulent manipulation of stock exchange transactions 382.1: Prohibited insider trading 397: Falsification of books and documents 422: Criminal breach of Contract 426: Secret commissions 462.31 Laundering proceeds of crime 467.11 to 467.13: Participation in activities of criminal organization Competition Act 45: Conspiracies, agreements or arrangements between competitors 46: Foreign directives 47: Bid rigging 49: Agreements or arrangements of federal financial institutions			
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¹ for which no pardon or equivalent has been received.

	Yes	No	Comments
52: False or misleading representation 53: deceptive notice of winning a prize			
Corruption of Foreign Public Officials Act 3: Bribing a foreign public official 4: Accounting 5: Offence committed outside Canada	<input type="checkbox"/>	<input type="checkbox"/>	

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Controlled Drugs and Substance Act 5: Trafficking in substance 6: Importing and exporting 7: Production of substance	<input type="checkbox"/>	<input type="checkbox"/>	
Other Acts 239: False or deceptive statements of the Income Tax Act 327: False or deceptive statements of the Excise Tax Act	<input type="checkbox"/>	<input type="checkbox"/>	

Additional Comment

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☐ I, (name) _____, (position) _____, of
(company name respondent) _____ authorise
PWGSC to collect and use the information provided, in addition to any other information that
may be required to make a determination of ineligibility and to publicly disseminate the results.

☐ I, (name) _____, (position) _____, of
(company name respondent) _____ certify

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that the information provided in this form is, to the best of my knowledge, true and complete.
Moreover, I am aware that any erroneous or missing information could result in the cancellation of my response as well as a determination of ineligibility/suspension.

We appreciate your interest in doing business with The Government of Canada and your understanding on the additional steps that we need to take to protect the integrity of PWGSC's procurement process.

Form 3
List of Names Form

In accordance with Part 5, Article 5.1 b. – Integrity Provision – List of Names, please complete the Form below.

Complete Legal Name of Company	
Company's address	
Company's Procurement Business Number (PBN)	
ITQ number	
Board of Directors (Use Format – first name last name)	
Or put the list as an attachment	
1. Director	
2. Director	
3. Director	
4. Director	
5. Director	
6. Director	
7. Director	
8. Director	
9. Director	
10. Director	
Other members	

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Comments