Public Works and Government Services Canada

Travaux publics et Services gouvernementaux Canada

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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

SOLICITATION AMENDMENT
MODIFICATION DE L'INVITATION

The referenced document is hereby revised; unless otherwise indicated, all other terms and conditions of the Solicitation remain the same.

Ce document est par la présente révisé; sauf indication contraire, les modalités de l'invitation demeurent les mêmes.

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	**Amendment No. - N° modif.** 007
Client Reference No. - N° de référence du client 1000325038	**Date** 2016-04-20
GETS Reference No. - N° de référence 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 **2016-04-26**	**Time Zone Fuseau horaire** Eastern Daylight Saving Time EDT

F.O.B. - F.A.B.
Plant-Usine: ☐ **Destination:** ☐ **Other-Autre:** ☐

Address Enquiries to: - Adresser toutes questions à: Josée Bastien	**Buyer Id - Id de l'acheteur** 627el
Telephone No. - N° de téléphone (873) 469-4982 ( )	**FAX No. - N° de FAX** ( ) -

Destination - of Goods, Services, and Construction:
Destination - des biens, services et construction:

Instructions: See Herein

Instructions: Voir aux présentes

Delivery Required - Livraison exigée	**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**

Canadä

This Amendment number 007 is raised to respond to Vendors' questions and apply changes to the ITQ.

Question 1:

The Crown has provided a definition for the term "Affiliate" based on the Standard Acquisition Clauses and Conditions (SACC). This puts our firm and many other global service providers at a disadvantage due to the way in which our organizations are structured. It also significantly impacts our firm's ability to respond to the ITQ, as some of the highly relevant experience gained by our firm has been completed globally.

We would request that the term "Affiliate" be expanded to include the use of an organization's member firms in its global network. Expanding the definition will enhance the competitive process and provide the Crown with access to global firms with world-class customs, revenue management, and SAP expertise, as well as the capabilities required for this important initiative.

Response 1:

At **ATTACHMENT 1 TO PART 4 - ITQ MANDATORY EVALUATION CRITERIA** of the ITQ, delete in its entirety.

Insert:

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.   Definitions applicable to the ITQ Mandatory Evaluation Criteria:

2.1   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.

2.2   Association of Entities

An Association of Entities means separate legal entities within a formally organized professional services network, where all members of the network operate using a common brand, with shared access to intellectual property and talent resources and integrated technology, methodology, strategies and policies across the network.

2.3   ITQ Reference Project: An ITQ Reference Project is a client-defined project for which the Respondent or an Affiliate or a member of the Association of Entities of the Respondent performed some or all of the services to assist the client in accomplishing their project's objectives.

2.4 **Value ($) of the ITQ Reference Project**: The total contract value to the Respondent or its Affiliate or a member of the Association of Entities 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 or its Affiliate or a member of the Association of Entities has or had for this ITQ Reference Project.

3. Additional evaluation requirements applicable to the ITQ Mandatory Evaluation Criteria.

3.1 For each Mandatory Requirement, if more ITQ reference projects than requested are provided, Canada will only evaluate the first three (3) ITQ reference projects provided.

3.2 Where the experience of a member of the Association of Entities is used for any Reference Project, both the Respondent and the member who performed the Reference Project must have been part of the Association of Entities for the entire duration of the Reference Project and both must have remained members of that Association of Entities after the Reference Project and continuously up to and including the ITQ closing date.

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 or a member of the Association of Entities of the Respondent provided consulting services to clients within the customs industry that meet the following criteria:
		
		(a) The value of each of the ITQ Reference Projects must be $5M or greater;
		
		(b) Each ITQ Reference Project must have been completed* in the past eight years prior to the ITQ closing date; and
		
		(c) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliate(s) and/or member(s) of the Association of Entities has experience performing all of the following services, and (2) that each of the ITQ Reference Projects includes one or more of the following services:
		
		   i) business transformation services;
		   ii) organizational change management;
		   iii) solution design services*.
		
		*The following definitions apply to the evaluation of this requirement:
		
		1) Business transformation services: *The provision of services for making and designing fundamental changes in how business is*	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		conducted in order to help cope with shift in the business environment. **2) Organizational change management**: *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.* **3) Solution design services**: *the provision of services for developing preliminary and detailed business and system processes, architectures and detailed designs.* **4) Completed Project**: *A project where the services being evaluated in this requirement have been completed. The Respondent's services may continue to be ongoing.*	

M2	**Tax and Revenue Management**	<u>**Respondent Experience**</u>: Respondent must provide three ITQ Reference Projects where the Respondent or its Affiliate or a member of the Association of Entities 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:
		
		(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;
		
		(b) Each ITQ Reference Project must have been completed** in the past eight years prior to the ITQ closing date; and
		
		(c) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliate(s) and/or member(s) of the Association of Entities has experience performing all of the following services, and (2) that each of the ITQ Reference Projects includes one or more of the following services:
		
		    i) solution analysis;
		    ii) design;	

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		iii) development; iv) organizational change management; v) data conversion; vi) project management; vii) system deployment; viii) critical care support services**. **The following definitions apply to the evaluation of this requirement: **1) Solution analysis**: *the activity of developing business and system requirements as well as business and system use cases for the entire business process and its subprocesses.* **2) Solution design**: *the activity of developing preliminary and detailed business and system processes, architectures and designs for the end product/solution.* **3) Solution development**: *the tailoring, configuration, programming, integration, documentation and testing of system components.* **4) Organizational change management**: *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.* **5) Data conversion**: *Conversion from one way of encoding data to another way.* **6) Project management**: *The application of processes, methods, knowledge, skills and experience to achieve the project objectives.* **7) System deployment**: *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*	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		8) Critical care support services: *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.* **9) Completed Project**: *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.*	
M3	**Business Transformation Services**	**Respondent Experience**: Respondent must provide three ITQ Reference Projects where the Respondent or its Affiliate or a member of the Association of Entities of the Respondent provided business transformation services that meet the following criteria. (a) The value of each of the ITQ Reference Project must be $20M or greater; (b) A minimum of one ITQ Reference Project must be for services provided by the Respondent itself; (c) Each ITQ Referenced Project must have been completed*** in the past eight years prior to the ITQ closing date; (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; (e) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliate(s) and/or member(s) of the Association of Entities has experience performing all of the following services, and (2) that each of the ITQ Reference Projects includes one or more of the following services: i) business process redesign; ii) stakeholder engagement;	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		iii) organizational change management; iv) benefits and outcome realization planning; v) communications including executive briefings, roadmapping***. (f) Stakeholder relationship management*** services must have been provided in at least one ITQ Reference Project that included transforming how the client managed and interacted with external commercial customers; and ***The following definitions apply to the evaluation of this requirement: **1) Business process design**: *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.* **2) Stakeholder engagement**: *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.* **3) Organizational change management**: *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.* **4) Benefits and outcome realization planning**: *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.* **5) Communications including executive**	

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Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		briefings, roadmapping: *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.* **6) Stakeholder Relationship Management**: *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.* **7) Completed Project**: *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.*	
M4	**SAP**	**Respondent Experience**: Respondent must provide three ITQ Reference Projects where the Respondent or its Affiliate or a member of the Association of Entities of the Respondent provided the implementation of a SAP system that meets the following criteria. (a) The value of each of the ITQ Reference Project must be $20M or greater; (b) A minimum of one ITQ Reference Project must be for services provided by the Respondent itself; (c) Each ITQ Reference Project must have been completed**** in the past eight years prior to the ITQ closing date; (d) Each ITQ Referenced Project must have been for an SAP implementation to at least	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response

		1,000 users;
		
		(e) All ITQ Reference Projects must have been for projects that impacted at least 500 external business partners; and
		
		(f) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliate(s) and/or member(s) of the Association of Entities has experience performing all of the following services, and (2) that each of the ITQ Reference Projects includes one or more of the following services:
		
		    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****.
		
		****The following definitions apply to the evaluation of this requirement:
		
		1) Business process design: *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.*
		
		2) Solution analysis: *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.*
		
		3) Solution design: *the activity of developing preliminary and detailed business and system processes, architectures and designs for the end product.*
		
		4) Solution development: *the tailoring, configuration, programming, integration, documentation, quality management and testing of system components.*
		
		5) System deployment: *People, process and*	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		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 **6) Organizational change management**: *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.* **7) End-user training**: *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.* **8) Project management**: *the application of processes, methods, knowledge, skills and experience to achieve the project objectives.* **9) Critical care support services**: *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.* **10) Business Partner:** *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.* **11) Completed Project**: *A project where the services being evaluated in this requirement*	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		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.	
M5	**Managed Services**	**Respondent Experience**: Respondent must provide three ITQ Reference Projects where the Respondent or its Affiliate or a member of the Association of Entities of the Respondent were the Prime Contractor***** responsible for managed services that meet the following criteria: (a) The value of each ITQ Reference Project was $50M or greater; (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; (c) Each ITQ Reference Project must have had a duration of at least two years prior to the ITQ closing date; (d) At least one ITQ Reference Project must have been within a multi-vendor environment*****; (e) At least one ITQ Reference Project must have included SAP as a managed application; and (f) The Respondent must demonstrate using ITQ Reference Projects; (1) that the Respondent and/or its Affiliate(s) and/or member(s) of the Association of Entities has experience performing all of the following services, and (2) that each of the ITQ Reference Projects includes one or more of the following services: i) Application Management Services; ii) Platform Management Services; iii) Infrastructure Management Services*****. *****The following definitions apply to the evaluation of this requirement:	

Criterion ID	Requirement Area	Mandatory Requirement	Cross Reference to Response
		1) Application Management Services: *the provision of services, processes and methodologies for supporting, maintaining, enhancing and managing custom applications, packaged software applications or network-delivered applications.* **2) Platform Management Services**: *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.* **3) Infrastructure Management Services**: *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.* **4)** Multi-Vendor Environment: An environment where the Respondent or its Affiliate or a member of the Association of Entities 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 provided the Application Management Services and another vendor provided the Infrastructure Management Services under a separate contract from the Respondent. **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.	

2.   At **APPENDIX A OF ATTACHMENT 1 TO PART 4 - ITQ REFERENCE PROJECT FORM,** of the
ITQ, delete in its entirety.

INSERT:

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.

Bidders must provide the required certifications and additional information to be awarded a contract.

The certifications provided by Bidders to Canada are subject to verification by Canada at all times. Canada will declare a bid non-responsive, or will declare a contractor in default if any certification made by the Bidder is found to be untrue, whether made knowingly or unknowingly, during the bid evaluation period or during the contract period.

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

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 or Name of the member of the Association of Entities that performed the work:	If the Affiliate or the member of the Association of Entities 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. By submitting a response, I (The Respondent) certify that (Respondent to insert name of the member of the Association of Entities) is a member of the Association of Entities as defined in this ITQ and meets the additional evaluation requirements applicable to the ITQ Mandatory Evaluation Criteria.	
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 :		

The following changes apply to the ITQ:

1. At **1.3.1 Phase 2 – Review and Refine Requirement (RRR)** of the ITQ, delete in its entirety.

Insert:

1.3.1 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 at RRR Phase.

2. AT PAGE 1, CLOSING DATE OF THE ITQ, THE FOLLOWING CHANGE APPLIES:

DELETE:

SOLICITATION CLOSES - L'INVITATION PREND FIN
AT - À 02:00 PM
ON - LE 2016-04-22
EASTERN STANDARD TIME EST

INSERT:

SOLICITATION CLOSES - L'INVITATION PREND FIN
AT - À 02:00 PM
ON - LE 2016-04-26
EASTERN DAYLIGHT SAVING TIME EDT

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED.