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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

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Title - Sujet RFI- ICAM	
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F.O.B. - F.A.B. Plant-Usine: <input type="checkbox"/> Destination: <input checked="" type="checkbox"/> Other-Autre: <input type="checkbox"/>	
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Amendment 004

This amendment is raised in order to publish the Questions & Answers from the One-on-One sessions.

Question Number	Question	Answer
1	Question 1 was published in Amendment 001	
2-4	Questions 2-4 were published in Amendment 003	
5	What is the budget of the Identity, Credentials and Access management (ICAM) project?	The estimated budget is \$47.5M but Canada would like feedback from Industry on project costs. DND may seek additional funding.
6	What is the rationale behind the timelines of the project?	<p>The Department of National Defence (DND) Project Approval Process lays out general timeframes for project planning. These timelines can be adjusted as the project progresses. Additionally, the process for option approval and potential funding change requests may take several months.</p> <p>DND and Public Services and Procurement Canada (PSPC) are examining ways to compress the project timeline.</p>
7	Regarding timelines, why are they so far out? What is Shared Services Canada (SSC) doing for their Identity and Access Management project at this time?	DND is not aware of the SSC timelines for its access management project. The DND project timelines are based on DND's Project Approval Process. If efficiencies are found within the Definition and Implementation phases, DND would like to shorten the procurement timelines. An agile approach may be considered in order to get the solution operational at a faster rate. Additionally, the time for approval of the costing and any funding change that may be required based on information from industry needs to be considered. Canada is seeking ways to accelerate project delivery and is very interested in industry's recommendations on how it could do so.
8	Is there a link between the SSC initiative – Cyber Security Procurement Vehicle (CSPV) and ICAM?	There is no specific linkage between CSPV and ICAM.
9	What is the relationship between DND and SSC ICAM responsibilities?	Any connection between DND and SSC for ICAM delivery will be determined during Definition phase as part of the system design.

Question Number	Question	Answer
10	How does this ICAM project differ from SSC's planned solution? Can DND leverage this? Is there expected to be interoperability between both?	The ICAM capability is not interdependent with the SSC planned solution. DND will look at being interoperable with other GC Departments through federation.
11	Is this only a DND solution?	Yes, the ICAM capability is a DND-only solution. However, the solution will interact with external access management systems through federation.
12	Will DND be the hub?	DND does not know if it will be the hub.
13	Is Canada open to industry assisting before the RFP stage?	Canada may be open to Industry assisting before the RFP stage, and is seeking recommendations from industry on how this can be achieved.
14	Is there an opportunity for industry to engage meaningfully early on in the process?	Canada is engaging Industry early in the procurement process in order to obtain recommendations and feedback on a procurement strategy. PSPC/DND is currently looking at all options and would like industry to propose a recommended way forward.
15	How will Canada ensure that the solution brought from industry is actually the best solution for its needs?	DND has not decided yet on how to proceed. Please provide your recommendation(s).
16	Is Canada open to running Pilot-projects before the RFP stage?	Canada may be open to running pilot projects as part of an agile procurement process. Canada has not made any decision on this at this time and is open to feedback received from industry on how to do so in a fair, open and transparent manner.
17	Considering that implementation in 2023 is a long time from now, the requirement is relevant today and commercial solutions are currently available, have you considered using an Agile approach to delivery?	PSPC/DND are open to different approaches to delivery and are seeking recommendations from Industry. We welcome feedback and suggestions on how to implement an agile approach.
18	Are there any concerns about the fact that the technological landscape will most likely have changed by the time the project enters Definition phase?	Yes, DND will consider an agile delivery approach for ICAM and is seeking ways to accelerate project delivery. Canada is very interested in industry's recommendations on how it could do so.
19	A number of RFIs have recently been released with extended RFP dates. Why is the process so long?	Unfortunately DND's project approval process does take a significant amount of time. Canada is seeking ways to accelerate project delivery and is very interested in industry's recommendations on how it could do so.

Question Number	Question	Answer
20	Where is DND in terms of project timeline?	DND is in the Options Analysis Phase of the ICAM project. The recommended option will be presented in Jan 2020. It is expected that the recommended option will be approved and funding for Definition confirmed for June 2020.
21	Would DND ramp up the solution to get it operational?	DND is interested in speeding up ICAM solution delivery.
22	Is it possible for DND to get information on the US ICAM project (US Homeland Security) and apply the sprints/phases that were applied for that project?	DND will investigate possible benefits it can draw from the US ICAM project with Homeland Security. DND is interested in industry providing advice on how sprints/phases should be applied to the DND ICAM project delivery
23	How will the Canadian government modify their own procurement rules to satisfy Industry requests for agile procurement?	<p>Agile procurement is generally defined as applying concepts of collaboration, iteration and continuous improvement to procurement processes for complex requirements.</p> <p>Instead of typical large, inflexible, and detailed specifications - agile procurements focus on high level outcome-based statements that rely on working with industry to collaborate on potential solutions, test them, refine, finalize the details and move quickly to award.</p> <p>PSPC is engaging with industry early in the process in order to explore possibilities of applying agile procurement principles to this procurement. Canada would appreciate any feedback from industry on how it believes agile procurement could be applied to this project, along with any experiences or lessons learned they may have acquired during previous experiences working under this type of framework.</p>
24	Would DND consider outsourcing business processes, design?	Yes, it may be considered.
25	Is outsourcing as a package instead of individual Task-Based Informatics Professional Services (TBIPS) contracts something DND would consider?	Yes, DND will consider a contracting vehicle that packages resources for work on the ICAM project but has not yet made any decisions about this effort.
26	In terms of building the Project Management Office (PMO), how would industry help you? TBIPS, SBIPS for draft Statement of Requirements etc.	DND will establish an ICAM project office. DND has not decided how industry would help with this effort, but it is anticipated that this information would be included at the Draft RFP stage.

Question Number	Question	Answer
27	Would DND be interested in recommendations for solution based contracting?	Yes, DND is interested in recommendations for solution-based contracting in the ICAM project
28	Is the design of the system expected to be 'one shot' or an iterative roll out?	It is expected that solution delivery will likely be a phased (iterative) roll out. It is anticipated that this information will be available in the draft RFP
29	Is DND looking at a more iterative process?	DND is willing to consider processes recommended by industry and prefers an iterative solution delivery.
30	This sounds like a prescriptive requirement. It would assist us if there were any performance based requirements so that we can look at the project from a holistic perspective.	Performance-based requirements have not yet been defined; however it is anticipated that they will be available in the draft RFP.
31	Will Canada consider an early shortlisting of vendors (i.e. an Invitation to Qualify/ITQ)?	It has not been decided at this time if an ITQ will be part of the procurement process. Canada is open to all feedback received from industry, including how to setup an ITQ so as not to disadvantage smaller companies while also ensuring Canada is working with companies who can provide/support the solution that they require.
32	When will Canada make a decision regarding an ITQ?	This has not been determined yet; however, Canada strives to provide industry as much notice as possible. Industry recommendations and justifications on whether to have an ITQ or not should help expedite this matter.
33	Will Canada consider having Proof of Concepts or Demo's as part of the process?	No decisions have been made at this time. Canada is seeking recommendations from Industry on this. It is anticipated that this information will be available in the draft RFP.
34	Is the next step a draft RFP?	Yes, It is Canada's intent for the next stage to be the Draft RFP; however, Canada is open to feedback received from industry on the procurement process.
35	Is it possible for DND to visit an operations center to see an ICAM implementation (the solution) for the enterprise?	If site visits could be conducted in a fair, open and transparent manner then Canada might be open to incorporating a site visit into a later stage of the procurement process.
36	Are there any incumbents? Would DND share the list of all incumbents?	There are no incumbents.

Question Number	Question	Answer
37	How will this solution be expected to connect to other IM/IT projects? Through what contractual mechanism?	Although the ICAM solution may be integrated with other DND IM/IT projects such as ITI in Support of C2, ICAM is a separate project.
38	Is implementation in stages possible?	Yes, DND will consider implementing ICAM in stages.
39	Will points be assigned for past-performance?	It is possible that points will be assigned for past-performance. Canada has not made any decision on this at this time and is open to feedback received from industry.
40	In terms of procurement strategy, is breaking down the requirement into smaller procurements a possibility?	Breaking down the requirement into smaller procurements may be a possibility. Canada has not made any decision on this at this time and is open to feedback received from industry.
41	How is Canada going to break this project down? In Definition phase, how does DND foresee engaging with industry?	How the ICAM project will be delivered has not been broken down at this point but will be completed in Definition phase. DND expects to engage industry in the Definition phase to assist with the design and delivery strategy.
42	Is DND taking on Project Definition internally?	DND would like input from industry throughout the Definition phase.
43	Will delivery of the solution by a single vendor be considered?	Yes, delivery of the ICAM solution by a single vendor would be considered
44	If Canada considers awarding to several vendors, considering the broad scope, how would Canada go about evaluating proposals for multiple requirements?	Canada has not made any decision on this and is open to all feedback received from industry, including how to evaluate proposals for multiple requirements.
45	Are there existing supply agreements or pre-certified agreements that are relevant to ICAM?	No, DND does not have existing supply agreements or pre-certified agreements that are relevant to the ICAM project.
46	Is a draft of the evaluation criteria available?	A draft of evaluation criteria for the ICAM RFP has not been created and is not currently available however it will be available in the draft RFP
47	Will the slide decks be available to industry?	Yes, the slide decks were made available to industry via Amendment 002 to the RFI.

Question Number	Question	Answer
48	Will the list of vendors/attendees be made available?	No, the list of attendees will not be published; however, if you are looking for partnering opportunities or thinking about bidding you can find out who is interested in the tender and add your name to the List of Interested Suppliers. This can be found on the Buy and Sell 'Tender Notice' page of the RFI.
49	Will the RFI be open until RFP release?	Yes, it is Canada's intention to keep the RFI open until the draft RFP is released.
50	Will the RFI text be updated as the process continues?	If there are any updates or additional questions from Industry, the RFI will be updated via RFI amendments on Buy and Sell.
51	Does DND want the managed service to be costed out?	Yes, DND would like industry to cost out a managed ICAM service if possible.
52	Does DND want the response to include a price per system?	Where price per system pricing is relevant, yes DND would like to obtain a price per system.
53	Is the expectation for a vendor to provide the whole solution or is a partial solution acceptable?	Partial solutions are acceptable
54	Is there a way that Industry can respond without giving away Intellectual Property (IP) in the process?	It would be up to Industry to determine how much information they are willing to share in their response to the RFI. Industry must identify what part of their response is IP or company confidential and PSPC will not disclose it. Alternatively, if a supplier is hesitant to provide any IP in their response, they could provide high level response. Suppliers could suggest that Canada put out a solutions-based RFP rather than disclosing the IP.
55	Who are the Regional Development Agencies (RDA contacts) for each region?	Regional Development Agencies (RDAs) are responsible for facilitating business development in their regions and have a solid working knowledge of Canadian defence procurement as well as the Industrial and Technological Benefits Policy. Therefore, they help bridge connections between regional suppliers as well as other stakeholders (such as colleges and universities) and defence contractors. A list of RDAs and the contact information for their ITB Policy Officers for the land and cyber defence sectors are as follows: Atlantic Canada Opportunities Agency (ACOA) Sam Fotia (613-954-8059) sam.fotia@acoa-apeca.gc.ca

Question Number	Question	Answer
		<p>Canada Economic Development for Quebec Regions (CED) Sarah Desrochers-Coulombe (819-997-3979) sarah.desrochers-coulombe@canada.ca</p> <p>Federal Economic Development Agency for Southern Ontario (FedDev Ontario) Christine McKnight (613-697-5726) christine.mcknight@canada.ca</p> <p>Federal Economic Development Initiative for Northern Ontario (FedNor) Natalie Brabant (705-626-8897) natalie.brabant@canada.ca</p> <p>Western Economic Diversification Canada (WD) Peter Hoek (613-220-4489) peter.hoek@canada.ca</p>
56	What is the timeline in terms of ITB's that will apply to ICAM?	The achievement period for meeting ITB commitments begins when the project LOI was published (6 November 2018).
57	Is the achievement period open?	The achievement period for meeting ITB commitments begins when the project LOI was published (6 November 2018).
58	How will ISED encourage Canadian SMB to partner to potentially provide a fully integrated in Canada solution?	<p>Through the ITB Policy, bidders are required to undertake economic activities in Canada equal to the value of the contract. The Value Proposition, which forms part of the overall bid evaluation, often requires bidders to commit to:</p> <ul style="list-style-type: none"> • A minimum percentage of direct work related to the project in Canada; and • At least 15 percent of the bid value for supplier development undertakings with Small and Medium Businesses (SMBs).
59	Are more Key Industrial Capabilities (KICs) being considered by ISED for ICAM?	<p>In addition to Cyber Resilience, the other Key Industrial Capabilities (KICs) that could form part of the Value Proposition for the ICAM project are Artificial Intelligence (AI) and Defence Systems Integration. Please visit https://www.ic.gc.ca/eic/site/086.nsf/eng/h_00175.htm for more information about KICs as well as definitions for each KIC.</p>

Question Number	Question	Answer
60	Is there a draft ITB evaluation available? How will the ITB banking component be incorporated in the draft Value Proposition (VP)? When can we start banking ITB Commitments?	A draft ITB Value Proposition (VP) Evaluation Plan will be released as part of a draft RFP. Industry and other interested stakeholders will be invited to comment on the draft VP Evaluation Plan. For information about banking ITB credits, including contact information, visit https://www.ic.gc.ca/eic/site/086.nsf/eng/00044.html .
61	How can Canada ensure that smaller companies can compete? For companies based in the US, how can we find partnering opportunities in Canada?	<p>Through the Industrial and Technological Benefits (ITB) Policy, the Value Proposition that forms part of the bid evaluation often requires a bidder to commit to at least 15 percent of bid value for supplier development undertakings with Canadian Small and Medium Businesses (SMBs).</p> <p>Foreign companies should engage with Regional Development Agencies (RDAs) for assistance with building relationships with Canadian companies and other institutions. Contact information for the RDAs is provided in response to question 55.</p> <p>Vendors can also find partnering opportunities and can find out who is interested in the tender by adding their name to the List of Interested Suppliers. This can be found on the Buy and Sell 'Tender Notice' page of the RFI.</p>
62	What should companies include in the responses to help structure the ITB Policy?	For a list of questions that will help structure how the ITB Policy will apply to the ICAM Project (through the Value Proposition) please refer to section 1.14 <i>ICAM ITB and VP Industry Engagement Questions of the Letter of Interest</i> that was posted to Buy and Sell on 17 December 2018.
63	What are the considerations/criteria for the Value Proposition?	<p>For information related to the Value Proposition, please consult the <u>Industrial and Technological Benefits Policy: Value Proposition Guide</u>.</p> <p>Companies are also encouraged to contact the ITB Policy Project Manager responsible for this project for general information about the ITB Policy and Value Proposition:</p> <p>Eric Macfarlane Eric.macfarlane@canada.ca (343) 543-4952</p>
64	Could the VP include exports?	Yes, Exports from Canada are one of the five pillars of the Industrial Technology Benefits (ITB) Policy and could be part of the Value Proposition for the ICAM Project.

Question Number	Question	Answer
65	If ISSED's objective is to grow Canadian Industry, why are we opening this requirement up to US companies?	<p>Through the ITB Policy, the winning bidder is required to undertake business activities with Canadian companies and institutions equal to the value of the contract. As such, the ITB Policy encourages foreign companies to make strategic investments in Canada that enhance Canadian industrial capacity by:</p> <ul style="list-style-type: none"> • Supporting the growth Canadian suppliers, including Small and Medium Businesses (SMBs); • Including Canadian companies in their supply chains for project work and exports; and • Investing in both R&D as well as skills development and training with Canadian companies and public institutions. <p>Canada has not yet decided if the Canadian Content Policy will apply to this requirement. The decision will be made by the Draft RFP stage.</p>
66	What type of solution is DND looking for?	The ICAM project is looking for industry to offer options for what type of ICAM solution would be best for DND
67	Would Canada consider a PAM (Privileged Access Management) solution?	Yes, DND will consider PAM solutions.
68	Is the expectation for a vendor supplied or internally delivered solution?	DND will consider either vendor supplied or DND-internally delivered solution.
69	Would a consulting based approach be an acceptable solution?	The consulting-based approach would have to be explained in more detail for DND to determine if it would be acceptable.
70	Does DND want the ability for physical access?	ICAM services need to integrate with Physical Access Control systems.
71	Who is the DND Departmental authority for physical access controls?	The DND Departmental Authority is the Director General Defence Security.
72	Will there be downstream communications to physical location?	The ICAM communications architecture has not yet been determined. Industry recommendations will be considered.
73	Is DND looking at a card based solution? If so, PIV-I?	The replacement of existing cards and physical access control systems is out of scope for the project.

Question Number	Question	Answer
74	Has DND done a smart-card pilot? If so, can the vendor be involved?	The replacement of existing cards and physical access control systems is out of scope for the project.
75	What is the status of the Common Access Card (CAC) project and what is the associated timeline?	The CAC project is being conducted through the Defence Research and Development Canada (DRDC) run Innovation for Defence Excellence and Security (IDEaS) program, which is outside of the ICAM project.
76	It was disclosed in the one-on-one session that DND is currently piloting a card for the ICAM capability. Would the Crown kindly let the vendor community know whether that pilot is with a vendor who will have an opportunity to bid on this solution? If so, would the Crown allow us and other vendors the same courtesy of piloting our capability before the RFP stage?	The replacement of existing cards and physical access control systems is out of scope for the project.
77	What type of card does DND see implementing in the future? Common Access Card (CAC card), tokens, PIV card?	DND is considering implementing a CAC or PIV card outside of the ICAM Project. The ICAM capability likely would integrate with these tokens.
78	How would the solution support the Consolidated Secret Network Infrastructure (CSNI) environment? (token, PIV card options)	DND wants an ICAM solution to support control of logical access within CSNI and its replacement. It is unknown if a PIV card will be used in the secret domain.
79	'PACS' (physical access control systems) Are they in scope? Do they apply open standards?	The replacement of physical access control systems is out of scope for the project. The integration of ICAM with physical access systems, specifically within the National Capital Region (NCR), is being considered as part of the project scope.
80	Will 7 Comm group be involved in ICAM support?	Yes, 7 Comm Group will be involved in ICAM development and support. They are among the project stakeholders.
81	What is DND's concept of support? Does it include 7 Comm Group?	The ICAM concept of support has not been scoped at this point, but, yes, it will include 7 Comm Group.
82	Is DND starting the implementation at the Defence Wide Area Network (DWAN) level?	Yes, ICAM Implementation will first occur within the Defence Wide Area Network (DWAN). Identity information across DND typically is created in the UNCLASS and Protected networks.

Question Number	Question	Answer
83	Given the pace of Cyber, how is Canada monitoring relations/maintaining pace with 5VEYS?	ICAM engagement with FVEYS community has not yet been determined.
84	Are there other projects that could bear an impact on ICAM?	ICAM is a dependency on other major capital projects but not dependent on others.
85	CSNI infrastructure – Cyber RFIs (CD-DAR) – Net C2 ISAC, ITI RFIs – how will that be managed with ICAM? What is DND's enterprise vision?	DND intends to coordinate and optimize delivery of ICAM and analytics across all the mentioned initiatives. DND intends on taking an enterprise approach to delivery of all identity, credential and access capabilities.
86	What other projects are connected to ICAM?	Other projects that are connected to ICAM are: <ul style="list-style-type: none"> • ITI in Support of C2 • NET C2 ISAC • Enterprise Identity Data Service - EIDS (pilot) • Enterprise Federated Authentication Services - EFAS (pilot)
87	What are the links and interdependencies with other initiatives?	Other initiatives that have interdependencies with ICAM are: <ul style="list-style-type: none"> • ITI in Support of C2 • NET C2 ISAC • Enterprise Identity Data Service - EIDS (pilot) • Enterprise Federated Authentication Services - EFAS (pilot)
88	Can DND provide more information on the analytics, as they are missing from the RFI?	Analytics have yet to be scoped for ICAM. The analytics interdependencies between ICAM and the NET C2 ISAC projects are not known at this point; However it is anticipated that they will be available in the draft RFP
89	Can DND elaborate on the current pilot projects related to ICAM (EIDS, EFAS)? Where do these pilots fit into the ICAM process/diagram?	Enterprise Identity Data Services (EIDS) and Enterprise Federated Authentication Services (EFAS) are minor capital projects created for DND. EIDS will be a policy-based broker of identity information for DND/CAF. This will be a standardized service enabling integration of systems which require identity information from authoritative sources. EFAS will be a standards-based service for authentication across the Department. It will allow applications and services to authenticate to a common service as well as enable interoperability

Question Number	Question	Answer
		with other government departments (OGD's) and partners. These two services will initially be tested through the minor capital projects with plans to expand integrations through the ICAM project. They are proof of concept and are still considered within scope if the solution does not meet the greater requirements of the ICAM major capital project.
90	In terms of the EIDS minor project (Enterprise Identity Data Service), what is the status to-date and who is engaged?	The ICAM project does not have information on the EIDS minor project timeline.
91	Is there a target group for EIDS?	The DND ICAM project is not involved in management of EIDS and is unaware if there is a target group.
92	Proof of concept program (EIDS and EFAS) – these are identified in the RFI – are they integrated?	ICAM project will consider integrating them with the ICAM solution, but no decision on this has yet been made.
93	Are there concurrent activities going on with ICAM? (ex. Minor capital projects, DRDC projects, etc.)? What are the concurrent activities?	Minor capital projects EFAS and EIDS are not within the ICAM project. However, they will provide open standards that the ICAM project may leverage.
94	There is no mention of core capabilities, is there any interest? Or would there be an opportunity for the vendor to suggest them?	The ICAM service (and associated services) can be considered a future core capability for the Department. The core services for the ICAM capability currently are the EIDS, EGAS, EFAS, D-PKI & S-PKI. DND is open to suggestions from industry on any additional core capabilities which might be required.
95	Why is there no mention of crypto agility in the RFI? Would Canada accept a solution containing it?	The replacement of D-PKI and S-PKI systems are the only crypto services out of scope for the project. DND is open to recommendations from industry on potential requirements for crypto agility.
96	In the architecture, is PKI being rolled out?	D-PKI and S-PKI are existing capabilities. Replacement of these systems has not been considered in scope for the ICAM project.
97	What is the scope of machine/IoT devices?	DND has not yet scoped the machine/IoT requirements for ICAM; however, the ICAM project anticipates that the relevant IoT scope will be provided in the draft RFP
98	Will there be other devices added to the system that are external facing? (as in ship-to-shore communication)	It is too early in the project planning process to have identified other devices. A Technical Architect will be contracted to determine the full spectrum of devices

Question Number	Question	Answer
		and systems to be potentially incorporated into a solution.
99	Would the ICAM solution be continually monitored for abnormal behaviour by the Prime?	Monitoring the Prime for abnormal behaviour is not something DND has considered. If possible, please provide potential solutions in the RFI response.
100	Would DND entertain a response just for the governance service?	Yes, DND will entertain a response just for the governance service.
101	Will Office 365 be integrated in Government? Where is DND in this process?	The implementation of Office 365 for DND is still in the planning phase. The new ICAM services may be required to complete full rollout of Office 365.
102	From a system perspective, do we have an order of magnitude on the number of systems?	DND does not have an order of magnitude on number of systems at this time however it is anticipated that this information will be available in the draft RFP. A Technical Architect will be contracted to determine this.
103	How many core systems will provide identity information to ICAM? Can we estimate in the 15-20 range?	DND has not yet determined the number of core systems that will provide identity information to ICAM however it is anticipated that this information will be available in the draft RFP. A Technical Architect will be contracted to determine this.
104	How are we going to prioritize these core systems?	Prioritization of implementing systems to ICAM has not been considered at this time.
105	Which use cases will deliver the highest ROI?	Cost-benefit analysis of use cases has not been conducted.
106	Can DND provide any business processes that would be required?	Annex A of the RFI includes a list of use cases. These are the business processes being considered for ICAM implementation at this time. DND has not yet determined if this list is exhaustive.
107	What is the use case for keeping data?	DND has not determined the use case for keeping data.
108	What is the total number of applications that require ICAM assistance?	A Technical Architect will be determining this through the remainder of the Options Analysis phase. It is anticipated that this information will be available in the draft RFP

Question Number	Question	Answer
109	Has there been any consideration into shadow IT? Statistical Analysis System (SAS) Services?	No specific solutions have been considered at his time. DND is open to recommendations from industry on all ICAM services that are in-scope.
110	Should industry assume that Entrust will be continuing? Are there other capabilities that will be re-used?	The ICAM project team does not have knowledge of the Departments' future plans for the Entrust system. About Entrust and the planned ICAM solution, note that DND will look to maximize reuse of all existing capabilities.
111	Is there a need for session recording?	Session recording requirement has not been considered. DND is willing to consider recommendations from Industry.
112	Will this project be gated through the GC Enterprise Architecture Review Board?	No, ICAM will not be gated through the GC Enterprise Architecture Review Board.
113	Is the Defence Enterprise Application Strategy in the public domain?	The Defence Application Strategy 2017 is in the public domain and is available at this link: https://www.canada.ca/en/department-national-defence/corporate/reports-publications/application-strategy-2017.html
114	(What is the impact of) In ITSG 33 terms, will there be a SECRET High Availability, High Integrity security profile on ICAM? Is this security profile approved and published?	ICAM services will be implemented in both the UNCLASS and Classified domains. As such the services will be required to meet security requirements of these domains. Solutions will need to show that they can meet the requirements of multiple classified domains.
115	Is the greenfield or brownfield approach preferred?	DND will follow the principle of maximum reuse, so wherever possible, a Brownfield approach to the ICAM solution would be preferred.
116	When is DND planning on making a decision regarding greenfield vs brownfield?	DND will make green vs. brownfield decisions in the design stage (in Definition). DND hopes to maximize existing equipment and infrastructure. Industry responses will contribute to this decision.
117	The solution could be cloud/brownfield/hybrid in terms of costs, but does DND want to maximize existing hardware? Is DND looking at a perpetual or subscription based approach?	Yes, DND does want to maximize existing hardware. DND will entertain either perpetual or subscription-based approaches to solution delivery.
118	Will this be an enterprise wide solution for non IM Group Defence applications?	ICAM will be an enterprise-wide solution including non-IM Group Defence applications

Question Number	Question	Answer
119	Will the ICAM solution be mandated to be implemented across the department?	Yes, ICAM will be mandated across the Department. The solution will be phased. Priority for implementation will occur during the project and continue as part of post-project activities after close-out
120	Who are the embedded OEMs for the applications that are expected to make use of ICAM?	Applications which require authentication and authorization or access to identity information will need to integrate with ICAM services. This will be done in a phased approach as either part of the ICAM project, part of the applications life-cycling or through updates to applications.
121	Is the in-service support (ISS) cost included in the project budget, and for how many years?	Determining ICAM In Service Support will be part of the scope of the project but ISS will be delivered outside of the \$47.5M project budget.
122	Can you provide more information on Canada's approach to data migration?	ICAM data migration will be required but has not yet been scoped.
123	Is it just a software solution or a transformation of business processes? Does DND have existing business process that must be in sync with the project?	ICAM project is both software solution and business transformation. DND has many business processes that will need to be synchronized with the ICAM solution. This has not yet been scoped however it is anticipated that this information will be available in the draft RFP.
124	Should lifecycle business processes be included? Will there be bi-directional communication from the different security levels?	Yes, responses should include separate ICAM lifecycle business processes. There will be a one-way (low to high) communication between security levels, however, DND has not determined if high-to-low communications will be required. This will be determined during design. Input from industry on the bi-directional requirement is welcome.
125	How many data repositories are there?	The number of ICAM data repositories is currently unknown. A Technical Architect will be engaged to determine this number and it is anticipated that this information will be available in the draft RFP.
126	Is there a list of roles?	Currently known roles are listed in Annex A of the RFI. DND is interested in input from industry on these and any other roles deemed necessary.
127	Will there be FedRAMP certification?	DND does not know if there will be FedRAMP certification however it is anticipated that this information will be available in the draft RFP

Question Number	Question	Answer
128	Is DND's preference to have this as a cloud service?	DND does not have a preference however there will likely be a requirement to operate in an Enterprise or hybrid cloud.
129	Would DND entertain the possibility of a private cloud?	Yes, DND will entertain the inclusion of a private cloud to host the ICAM solution.
130	Will a US cloud database be acceptable? (Would Canada accept a GOVCLOUD solution?)	The ICAM capability will not use a US cloud. Canadian cloud will be considered.
131	Is the cloud working in this design?	ICAM services will need to operate within – and be interoperable with – multiple domains. As such, it is expected that ICAM services will need to support and leverage implementation in an enterprise cloud and hybrid-cloud environment.
132	Are there specific standards that apply to DND certification requirements?	ICAM services will be implemented within both the UNCLASS and Classified domain. As such they will need to follow defined SA&A process for the Department for accreditation within the specific domain.
133	What current systems is DND using (HR system, etc.)?	DND has a very large number of systems which either store identity information or require it. A full list of systems has not yet been gathered however it is anticipated that this information will be available in the draft RFP.
134	How many workflows are there?	Please refer to Annex A of the ICAM RFI use case list as these define the workflows.
135	Are family members accompanying Canadian Armed Forces members on out-of-Canada postings in scope?	Yes, family members deployed or in Canada are examples of person entities in scope of the ICAM capability.
136	Will the scope of the ICAM solution include the workflows/business processes related to the investigation/granting/revoking DND security clearances?	Yes, ICAM will be part of investigation/granting/revoking security clearance processes
137	Will the scope of the ICAM solution include identities and credentials for temporary workers and/or visitors (e.g. Visit Clearance Requests)?	Yes, the ICAM solution will include identities and credentials for temporary workers and visitors

Question Number	Question	Answer
138	Are some actions expected to be made through a helpdesk environment and/or self-serve services? Can Industry expect to have to perform some sort of integration when it comes to these services?	Yes, some identity management actions will be performed through a helpdesk. DND wants to maximize self-service. Yes, industry can expect to perform some integration of these services.
139	Do you know how many active identities the systems have?	DND has not yet determined the number of active identities there are in systems which hold identities. This will be investigated over the next 6 months. It is anticipated that this information will be available in the draft RFP.
140	How many entities will there be?	The number of entities that will be managed by ICAM are not currently known. This will be investigated over the next 6 months and it is anticipated that this information will be available in the draft RFP
141	What is the scope of non-entities?	The scope of non-person entities will be determined over the next 6 months.
142	Non-person accounts/entities. Are the following in-scope: -Applications; -Shared Accounts; -Password Management	Yes, applications, shared accounts and password management are in scope of the ICAM project.
143	Do we foresee an enterprise management system?	Yes, DND plans to make ICAM one of its enterprise management systems
144	Is there any requirement to provide log aggregation?	Log aggregation has not yet been considered. DND is interested in Industry input to this requirement.
145	Who would be creating the ICAM governance framework?	DND will create the ICAM governance framework. Input may be requested from the selected vendor(s).
146	Would you consider separating the technology from the solution software? (ex. Use the software solution as a framework, and then spiral out to various areas (with the highest risk areas first)	Yes, DND would consider developing an ICAM framework and spiraling out implementation to access and credential systems on a risk-based priority.
147	Can the proposal include both a technological and programmatic approach?	Industry proposals should include both technology and programmatic approaches

Question Number	Question	Answer
148	Will Business lead the program?	Yes, DND business leaders will lead the ICAM program
149	Have you considered the complexity, time and cost that will be involved in establishing an Attribute Based Access Control (ABAC) framework?	Yes, the implementation of ABAC is only being considered within the context of systems requesting access to identity data from the authoritative sources through the Broker Service. All other ABAC is out of scope for the project.
150	What is the scope of asset labeling of ABAC attributions?	Asset labelling is out of scope for the ICAM project. The identity data model defined through ICAM will include data security attributes for domains implementing ABAC.
151	Is considering an insider threat in scope?	Yes, ICAM will consider insider threat as it relates to Privileged Access Management. ABAC for data within the domains is out of scope. Industry recommendations on protecting ICAM services and identity data will be considered.
152	What are the architectural goals for ICAM?	ICAM architecture goals have not yet been determined however it is anticipated that this information will be available in the draft RFP
153	What is the scope of the project? Will it include Microsoft and Linux?	ICAM implementation will include Microsoft and Linux services.
154	In annex C, there are three main pieces working together. Would the implementation of the federated portion happen before implementation?	The success of the EFAS minor capital project will determine the extent of further, if any, integrations into the ICAM capability.
155	Can DND provide the business rules, segregation of duties?	Business rules are not currently mapped out. DND will provide these when they are available. Segregation of duties is not currently defined. DND will look to the contractor to support the development or updating of policies and business rules. The ICAM services once implemented will enable many potential solutions to improving existing processes which are not currently available.
156	Is it foreseen that ICAM would write Identity data from the Identity Broker to other systems, such as the Human Resources Management System (Guardian)	ICAM will be connected to identity systems such as HR and will support HR processes

Question Number	Question	Answer
157	Will ICAM information be transferred between the unclassified domain and the Consolidated Secret Network Infrastructure (CSNI) domain?"	ICAM will include low-to high writing. DND does not currently know if high-to-low writing is necessary considering that it would require IT security policy amendments. DND is interested in vendor advice.
158	Regarding the attribute/acting process, will mapping through federation be provided?	DND cannot provide attribute/acting process mapping through federation as this has not yet been analysed.
159	Will federated scenarios be prioritized?	Federation will be required to meet existing and future requirements for ICAM interoperability with OGD's and partners. Federation scenarios outside of DND will be prioritized first with OGDs followed by other partners.
160	Is it envisioned that the entity in control would have control over attributes?	DND has not considered if the entity in control would have control over attributes.
161	Does DND envision portal accessibility, a self-service portal thus pushing work to users?	Yes, DND envisions a portal being part of the ICAM solution and self-service portal functionality being available (scope of this is not yet known).
162	Will there be a single point of service?	DND has not considered if there will be a single point of service for ICAM.
163	Will DND cross certify with other bridges?	DND will cross-certify with other bridges on a case-by-case basis
164	Is there a high assurance credential already existing?	The ICAM services will need to support credential Enterprise Assurance Level (EAL) 4 as defined by TBS. This does not currently exist within the enterprise.
165	Will DND come up with their own standards?	DND will opt for open and common standards before considering DND-only standards
166	Could we get a log that identifies the type of information that we want to protect within or outside of the RFI?	The types of information that we want to protect will be determined during the Definition phase
167	Is there a preference for encrypted over redacted information?	DND will require the ability to encrypt and redact information

Question Number	Question	Answer
168	How does blockchain incorporate with ICAM?	DND has not considered how blockchain will be incorporated into ICAM but will consider blockchain technologies and processes in the solution
169	The gender based analysis+ is included in the RFI. What are DND's thoughts, comments on this?	As part of the ICAM project, DND is looking to define a standardized identity data model for use across the Department in order to support a single digital identity for all CAF/DND members, contractors, visitors and others requiring access to DND/CAF resources. As such, this digital identity needs GBA+ analysis to ensure DND systems can support identity requirements without discrimination. As such, the ICAM project will engage GBA+ experts during project Definition and Implementation.
170	What is the expected time of SRCL release?	It is expected that the SRCL will be finalized by mid-August. An amendment to the RFI, which will include the Security Clauses, is anticipated to be released by mid-September 2019.
171	Is Top Secret clearance needed? If so, can sponsorship be provided?	Systems up to SECRET are in scope. Top Secret facility clearances or personnel clearances are not needed. Interested suppliers may be required to hold a valid Facility Security Clearance (FSC) at the level of SECRET, with approved Document Safeguarding at the level of SECRET; Personnel cleared to SECRET and Restricted to citizens of Canada and USA. Sponsorship will be provided – please send an email with your sponsorship request to: TPSGC.PADivisionQE-APQEDivision.PWGSC@tpsgc-pwgsc.gc.ca .
172	Are there standard requirements regarding security measures?	ICAM will be required to meet several security standards within both the UNCLASS and Classified domain. Specific standards have not yet been defined.
173	Will the project be used at a higher security level than Secret?	No, the ICAM capability is not scoped above secret, however there will be a future requirement (post ICAM project) to support movement of identity information to higher level domains and domains with differing caveats.
174	Will document safeguarding be required?	It is anticipated that Document Safeguarding at the level of SECRET will be required for the Draft RFP, RFP and Contract delivery stages.

Question Number	Question	Answer
175	Will controlled goods be required?	It is anticipated that the Draft RFP, RFP and resulting contract may require access to Controlled Goods. Prior to access, the contractor must be registered in the Controlled Goods Program of Public Works and Government Services Canada (Public Works and Government Services Canada (PWGSC). Companies can refer to the "controlled goods roadmap" that was provided via Amendment 002 to this RFI.
176	What is the 'Security Assessment and Authorization Guideline' (ref in Annex A of RFI)? Will a copy be provided to industry?	<p>The Security Assessment and Authorization (SA&A) process is managed and run by DIM Secur; an organization within DND. The process itself is dependent on the environment into which the system is being implemented. Security standards and requirements will be provided as they are defined.</p> <p>ITSG-33 (IT Security Risk Management: A Lifecycle Approach) can be referenced here:</p> <p>https://cyber.gc.ca/en/guidance/it-security-risk-management-lifecycle-approach-itsg-33</p>
177	What are the business needs for security?	The ICAM project has not yet determined the business needs for security.

ALL OTHER TERMS AND CONDITIONS REMAIN UNCHANGED