



Request for Pre-Qualifications
CDIC File #2020-2558

To provide consulting and technical support to
CDIC's Payout Modernization initiative

January 14, 2020

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1. CDIC PAYOUT MODERNIZATION ‘REQUEST FOR PRE-QUALIFICATION’ OVERVIEW

The Canada Deposit and Insurance Corporation (“CDIC”) is issuing this Request for Pre-Qualification (“RFPQ”) to identify vendors qualified to support CDIC as it embarks on a multi-year modernization of its payout capabilities (this initiative is referred to as “Payout Modernization” in this document). Responses to this RFPQ are due by **6:00 pm EST on February 17, 2020** according to the instructions detailed in Chapter 2 below.

This RFPQ is issued in accordance with the Canada Free Trade Agreement and the Canada-European Comprehensive Economic and Trade Agreement. This RFPQ is not a tender and is not “Contract A/Contract B”.

1.1 Overview of CDIC

CDIC is a federal Crown corporation established by an Act of Parliament of Canada, the *Canada Deposit Insurance Act*, with its headquarters in Ottawa, and an office in Toronto. CDIC’s main role is to provide insurance to deposit holders in Canada against the loss of deposits up to the insured limits, in the event of a member’s failure. The corporation acts as the resolution authority for members, and is also responsible for promoting and otherwise contributing to the stability of the financial system in Canada.

Eligible deposits are automatically covered to a limit of \$100,000 per insured category at each CDIC member financial institution. As of March 2019, CDIC insured approximately \$800 billion of deposits, representing over 98% of personal deposits in Canada.

CDIC currently has 85 members, including banks, federally regulated credit unions, as well as loan and trust companies and associations governed by the Cooperative Credit Associations Act that take deposits.

CDIC has two primary funding mechanisms to draw on if a member institution were to fail and funds were needed to resolve the failure for depositors: CDIC’s investment portfolio, and its borrowing authority. The investment portfolio is built up over time from annual premiums paid by CDIC member institutions, charged based on the institution’s insured deposit base and an assessment of its risk. The investment portfolio is intended to provide funding as necessary in the event of member failure, as well as fund the operations of CDIC. The market value of CDIC’s investment portfolio was approximately \$5 billion as at March 2019. CDIC also has authority to access additional funds through borrowing, subject to approval by the Minister of Finance.

In addition to the above, CDIC is the resolution authority for its member institutions, taking the lead when any member reaches the point of non-viability. CDIC’s objectives in resolution include:

- Protecting eligible deposits;
- Maintaining the flow of critical financial services;
- Protecting the Canadian economy;
- Minimizing the risk to taxpayers.

CDIC has a range of tools it can use to resolve member institutions. These include powers to support a sale of shares or assets; amalgamation with another institution; recapitalization; restructuring or other private solutions. Final recourse is closing the institution and reimbursing insured depositors – CDIC’s capabilities to do this are the focus of the Payout Modernization initiative.

CDIC’s mechanisms, systems, processes and rules for determining and reimbursing insured depositors (the organization’s “payout” capabilities) have been in place for a number of years.

These legacy payout capabilities have served the organization well but need to evolve given go-forward developments and depositor expectations. Drivers for change include:

- Issues with Member Institution (MI) and Nominee Broker (NB) data quality and data deficiencies, requiring significant manual intervention, and causing slow delivery or inadequate service levels given today's technology landscape and current depositor expectations.
- Lack of tools and ready access to the right data impede CDIC's ability to regularly test member and nominee broker compliance and assess readiness in the event of potential failure.
- In-house technology initially developed over 10-15 years ago is out-dated and increasingly difficult to support and keep current.
- Legacy capabilities do not include modern channels for communication and payment delivery between CDIC and depositors, requiring manual intervention and causing potential delays in the event of a failure.
- Current systems and processes do not support providing access to funds by insured depositors close to the date of failure. This no longer meets depositor expectations.

In addition to inefficiencies, potential delays, and a widening gap with current depositor expectations, these issues with payout capabilities can or could contribute to resolution, reputational, informational and legal risks associated with CDIC's role in member institution resolution.

As a result, CDIC is embarking on a major multi-year initiative to modernize its payout capabilities, and requires consulting and technical support to achieve its objectives. This RFPQ is intended to identify and qualify those Vendors capable of providing the services the Payout Modernization initiative requires (vendors participating in the RFPQ are identified as "**Vendors**").

Following this RFPQ, CDIC expects to issue Requests for Proposals ("**RFP**") directly to the highest ranked pre-qualified vendors ("**Pre-Qualified Vendors**") and is targeting doing this towards the end of calendar Q1, 2020. The overall objective is to select one or more Vendors ("**Selected Suppliers**") to support Payout Modernization over its expected multi-year life, with a target start date of calendar Q3, 2020.

1.2 Overview of Payout Modernization

The recently launched Payout Modernization initiative's vision is to provide insured depositors access to funds on the first business day following the announcement of failure (defined as "T"), with the exception of Broker funds held in trust – which are targeted at "T+5", and in so doing earn the trust of Canadians as a global leader in deposit insurance and resolution.

Delivering on this vision will require a major transformation of CDIC's payout infrastructure and processes, moving from the current environment of batch file transfer/batch calculations with manual involvement, to an environment supporting near real-time insurance payouts for most insurance categories.

More specifically, Payout Modernization is targeted to achieve:

- The timely and reliable transfer of accurate information from Member Institutions and other stakeholders to enable rapid insurance determination of eligible deposits;
- Robust, secure and scalable technology solutions to support data management, insurance calculation and payout;

- Convenient and modern methods of communicating with and making payments to insured depositors;
- Revamped technical and operational processes and steady-state third party arrangements to support the go-forward modernized payout operations.

Payout Modernization is a multi-year initiative, targeting fully achieving its objectives by early 2023. The work is being organized into 6 broad streams:

- **Depositor Data Stream:** Secure data vault and integration capability on the cloud; incorporating enhanced logic for data verification (through Application Programming Interfaces - APIs and/or other integration patterns to-be-determined); supporting new compliance testing services, with regular depositor data extraction and testing with selected members to certify depositor information; capabilities for APIs (with continued support for Secure File Transfer Protocol - SFTP) to support on-demand data transfer from Members and Nominee Brokers.
- **Payout Hub Stream:** Integrated platform to perform data validation, aggregation and insurance calculations based on data received electronically from Members and Nominee Brokers; replaces current batch legacy systems; determines payouts; supports functionality for Member use to self-test and determine coverage at the depositor level.
- **Payment Gateway Stream:** Ability to perform electronic payment processing for multiple payment types in a repeatable and optimized manner to expedite payments to depositors; based on input from the Payout Hub, generates and processes the payout file; based on depositor preference, transfers payout as Electronic File Transfers - EFTs, bulk e-Transfers, wires or cheques (cheques are currently the only method of payment supported); integrates with an external payments provider to manage individual payments; provides depositors (via the Depositor Portal from the Depositor Communication Stream below) the ability to access insurable amounts and payment status in near-real time.
- **Depositor Communication Stream:** Ability for depositors to electronically authenticate and modify account and payment details in a secure manner and in alignment with privacy laws; digital/electronic methods of communicating with the depositor – email, phone, messaging, online portal; Depositor Portal with strong authentication to access status and input/change payment instructions.
- **Industry Alignment Stream:** Strong collaboration with Members, Nominee Brokers, and industry regulators to leverage synergies and achieve shared objectives; proactive support in cross-industry implementation of Payout Modernization; Members provide compliance attestations supported by underlying compliance testing of data quality/integrity; alignment with industry service providers (Cannex, IFDS, SIT).
- **Program Management and Organization Enablement Stream:** Program Management Office; organizational change management; planning and support of the transition to the target operating model; refinement of and alignment to the enterprise architecture model and data strategy; procurement strategy and execution.

Most of the Payout Modernization streams are at the very early planning stages. Resources and expertise are required to support proceeding with the detailed work on requirements, solution identification, design and development. CDIC intends to procure the resources/expertise it requires to work with its internal Payout Modernization teams from Pre-Qualified Vendors, selecting and entering into multi-year arrangements with one or more Pre-Qualified Vendors (the Selected Suppliers), according to the two-stage process described below. These multi-year vendor arrangements for Payout Modernization support are targeted to be in place in July 2020.

Some work is currently proceeding while the procurement of Vendors to support Payout Modernization is underway. This work will be integrated into the overall project plan once the Selected Suppliers are on-board, and includes:

- Developing the initial high-level enterprise architecture for Payout Modernization to serve as a foundation for subsequent design and development.
- Establishing initial project governance; the structure and initial staffing of the Project Management Office; developing and implementing initial communications; putting in place processes for managing the vendor contracts.
- Proceeding with the initial phases of the Compliance Testing initiative. This involves implementing changes to deposit data and processing for Members and Nominee Brokers, to support complying with the new Data and Systems Requirement (DSR 3.0) and Nominee Broker Data Requirements (NBDR) specification coming into effect as of April 30, 2021.
- Developing an approach for stakeholder engagement, initially focused on preparing for the implementation of the Compliance Testing initiative.

More details on Payout Modernization and the expected use of consulting support are provided in Chapter 4.

1.3 Stage 1: Request for Pre-Qualifications (RFPQ)

CDIC is seeking to enter into a multi-year collaborative relationship with one or more Pre-Qualified Vendors with capabilities to support all aspects of CDIC's Payout Modernization initiative. The selected Vendor(s) would be expected to support the Payment Modernization team throughout the initiative, with a target start in July 2020, and a target completion by the end of 2023. This procurement process is being conducted in two stages.

The purpose of Stage 1, with this RFPQ, is to allow interested Vendors to submit responses indicating their qualifications for the work. CDIC will then identify a shortlist of up to seven pre-qualified potential "Proponents" with the breadth of capabilities, relevant experience and insights, and depth of appropriately skilled resources to fully support Payout Modernization across all its streams through to completion.

These prequalified Proponents will then be invited to participate in the next stage of the procurement process. CDIC plans to issue a Request for Proposal directly to these prequalified Proponents, as described below.

1.4 Stage 2: Request for Proposals (RFP)

CDIC anticipates issuing an RFP directly to a short list of up to seven of the highest ranked Pre-Qualified Vendors ("Proponents") coming out of the RFPQ process. CDIC is targeting issuing this RFP by early March 2020, with an evaluation, selection and negotiation process that would support on-boarding the Selected Supplier(s) in July 2020.

However, this section does not represent a commitment to proceed to an RFP, or to issue an invitation to participate in an RFP. The procurement process, including any RFP, may be modified at any time at the sole discretion of CDIC.

CDIC retains the right at its sole discretion to decide whether to proceed with issuing an RFP, and if it does, to determine how many prequalified Proponents to issue the RFP to, selecting those

prequalified Proponents in rank order based on the RFPQ evaluation scores of the Pre-Qualified Vendors.

Refer to Chapter 3 for the complete list of terms and conditions that govern this RFPQ.

1.5 Summary of Qualifications Important to CDIC's Payout Modernization Initiative

For CDIC, Payout Modernization is a major technology-enabled transformation initiative spanning multiple years. CDIC requires support for all facets of Payout Modernization. It has determined that the most appropriate way for CDIC to proceed is to enter into multi-year collaborative arrangements with one or more Vendors capable of providing the full range of services required, including support in managing the program, determining requirements across streams, supporting design and solution identification, engaging in development and implementation, and supporting managing change in a multi-stakeholder environment.

Given this approach, CDIC requires Vendor(s) with significant experience in technology-enabled transformation in multi-stakeholder financial service environments. More specifically, the Vendor qualifications important to CDIC's Payout Modernization initiative include, but are not limited to:

- a) *Mandatory Qualification:* Evidence of strong ownership and financial security, with associated ability and potential to commit and maintain a strong team over a multi-year time period.
- b) *Mandatory Qualification:* Sub-set (numbers to-be-determined depending on Payout Modernization project stream timing and needs) of resources available to work at CDIC's Ottawa and/or Toronto offices.
- c) *Mandatory Qualification:* An ability to operate in both of Canada's official languages, with at least some team members fluent in each of the two official languages.
- d) *Mandatory Qualification:* Demonstrated successful experience within the last 10 years on at least three major large-scale technology-enabled transformations of similar scope and relevance to Payout Modernization.
- e) *Mandatory Qualification:* Evidence of effective policies, procedures, controls and related staff training to ensure secure treatment of data, processing integrity, and appropriate treatment of confidential and private information. SOC 2 Type II certification or evidence of equivalence is required.
- f) *Mandatory Qualification:* An ability for key resources assigned to work at CDIC to be security-cleared to Reliability Status (Government of Canada).
- g) *Mandatory Qualification:* An ability to support dealing with Protected B data (detailed depositor data is deemed Protected B). Most work will not require access to actual depositor data, however some work will, so Vendors must describe how they will accommodate this.
- h) Demonstrated experience, both by the Vendor and by key staff identified as candidates to work at CDIC, with large multi-year, multi-stakeholder technology-enabled transformation, in financial services or other sectors relevant to Payout Modernization.
- i) Experience with data security and data security/privacy rules and practices in Canada, and/or other jurisdictions with some relevance to Canada, including innovative approaches for storing, processing and managing the life cycle of secure data in cloud and mobile environments.

- j) Experience with data exchange and interfaces with Canadian financial institutions, and/or other institutions with characteristics relevant to Canadian financial institutions.
- k) Experience with large scale payments, payment regimes, standards and processes in Canada, and/or in other jurisdictions relevant to Canadian payments.
- l) Experience with money products, deposit practices, money products distributed through brokers and booked in nominee form/in-trust, deposit insurance practices, and related regulatory regimes, in Canada and/or jurisdictions relevant to Canada.
- m) Proven methodologies for technology-enabled transformation, with associated tools, templates and intellectual capital, and incorporating agile practices and related components.
- n) Large pools of staff at all levels trained and experienced with these methodologies, and with design and development experience in common development environments.
- o) Track record in designing, developing and implementing solutions of a similar nature and in similar environments as described for Payout Modernization.
- p) Proven approaches and track record for managing the quality of services provided, with clear mechanisms for early identification of issues, and clear interventions for addressing issues, reporting progress, and managing client relationships.
- q) Proven approaches for managing multi-year 'partnership' arrangements with clients, for creating and managing 'statements of work' as work assignments are generated over the life of Payout Modernization, for ensuring client satisfaction, and for providing appropriate flexibility in the face of evolving needs as the project progresses.
- r) Demonstrated insight into the challenges CDIC faces with Payout Modernization, the critical success factors, and track record of support that addresses these critical success factors.
- s) Ability to draw on relevant subject matter expertise and related leading-edge technology including artificial intelligence logic and tools, new forms of analytics, privacy and security developments, and cloud developments.

The first seven of these qualifications are mandatory qualifications that must be met at a minimum level for further consideration. For Vendors that meet the minimum mandatory qualifications, CDIC will conduct rated evaluations for all the qualification item responses and determine scores and a ranking based on the rated evaluation scores. This process, along with the evaluation scoring and weights are described on Chapter 5.

2. THE REQUEST FOR PRE-QUALIFICATION (RFPQ) PROCESS

The RFPQ process is described below, including key dates, contact information, and response processes to be followed.

2.1 Schedule and Key Dates

| | |
|---|----------------------------------|
| • RFPQ issued and posted on Buyandsell.gc.ca | January 14, 2020 |
| • Last date for questions | January 29, 2020 at 6:00 pm EST |
| • Last date for issuing responses to questions and other Addenda (to be posted on Buyandsell.gc.ca) | February 7, 2020 |
| • Vendor RFPQ Responses due | February 17, 2020 at 6:00 pm EST |
| • RFPQ evaluations completed | Targeted February 25, 2020 |
| • List of top ranked Pre-Qualified Vendors posted on Buyandsell.gc.ca | Targeted February 28, 2020 |
| • Request for Proposals directly issued to top ranked Pre-Qualified Vendors | Targeted for early March 2020 |

2.2 Key Contact Person at CDIC

All contact with CDIC in connection with this RFPQ is to be made through the CDIC Designated Contact Person indicated below:

Ms. Cynthia Mar
 Telephone: 1-613-947-2924
 Email: cmar@cdic.ca

Vendors must not contact any other employee, officer, director, consultant or advisor at CDIC in any way in relation to this RFPQ.

2.3 Enquiries During the RFPQ Process

All enquiries during this RFPQ process are to be made in writing via email to the CDIC Designated Contact Person. The deadline for submitting enquiries is January 29, 2020 at 6:00 pm EST. CDIC is not obligated to respond to questions submitted after this time.

CDIC will respond to all enquiries submitted by the deadline, and the enquiries and responses will be posted on Buyandsell.gc.ca as addendum without revealing the source of the enquiry. Responses will be prepared at CDIC's earliest convenience, with a target of responding to all enquiries within 5 business days of receipt.

2.4 Submission of RFPQ Responses, Process and Timing

RFPQ Responses are to be organized according to the instructions described in Chapter 6 and must be received no later than 6:00 pm EST on February 17, 2020, in order to be considered.

Responses must be addressed to the email address of the CDIC Designated Contact Person. The only acceptable evidence of the time of receipt is the time/date stamp on the email as received by CDIC. The Vendor is responsible for ensuring that all email attachments are sent properly.

2.5 Determining and Communicating the List of Pre-Qualified Vendors

CDIC will first review RFPQ Responses against the mandatory qualifications. Those responses that meet all the mandatory qualifications will then be evaluated and scored across all qualification items according to the evaluation scoring process and weightings as described in Chapter 5.

CDIC will then create a list of Pre-Qualified Vendors in rank order based on the evaluation scores. CDIC then intends to directly issue RFPs to up to seven of the Pre-Qualified Vendors (the Proponents). The exact number of Proponents is still to be determined, but when this is done, the Proponents will be selected in rank order from the list of Pre-Qualified Vendors.

CDIC will publish the list of pre-qualified Proponents it intends to issue the RFP to, on Buyandsell.gc.ca, and is targeting doing this on February 28, 2020.

2.6 Feedback to Vendors Who Are Not on the List of Proponents to which the RFP will be Issued

Vendors that respond to this RFPQ, but who are not on the list of pre-qualified Proponents that the RFP will be issued to, may request a debriefing. Requests for a debriefing must be made via email to the CDIC Designated Contact Person and must be received within 15 business days of the date the list of pre-qualified Proponents is published on Buyandsell.gc.ca.

Debriefings will be scheduled as telephone calls and will be limited to the key aspects and results of the evaluation of the specific Vendor's RFPQ Response. The debriefs will not provide any information on the content or evaluation results from any other responding Vendor. The confidentiality of information relating to other responding Vendors will be protected.

3. KEY TERMS AND CONDITIONS GOVERNING THE REQUEST FOR PRE-QUALIFICATIONS (RFPQ) PROCESS

3.1 Responsibilities of Vendors responding to this RFPQ

3.1.1 By responding to this RFPQ, a Vendor represents and acknowledges that:

- 3.1.1.1 The Vendor has examined and understands the RFPQ document, along with any responses to enquiries and addendum issued by CDIC;
- 3.1.1.2 The Vendor's RFPQ Response is based upon the material provided in this RFPQ, along with any replies to enquiries and addendum issued by CDIC;
- 3.1.1.3 All terms and conditions set forth in the RFPQ, including all Appendices and Addendum, are accepted by the Vendor and incorporated in the Vendor's RFPQ Response; and
- 3.1.1.4 Responding to this RFPQ does not guarantee being invited to participate in the RFP process.

3.1.2 In preparing a Response, Vendors are not to rely upon any statement or representation, written or oral, made by or on behalf of CDIC, that is not included in this RFPQ, nor is CDIC bound by any such issuances, with the following exceptions:

- 3.1.2.1. Any Addendum which CDIC may elect to issue as an addition, or clarification, to this RFPQ; or,
- 3.1.2.2. Any written replies issued by CDIC in response to questions submitted by a Vendor.

3.1.3 If a Vendor has a need to contact CDIC for any reason with regard to this RFPQ, that contact shall be made in writing through the CDIC Designated Contact Person identified in Section 2.2. Vendors must not contact any other employee, officer, director, consultant or advisor at CDIC in any way in relation to this RFPQ. CDIC may, at its sole discretion, disqualify any Vendor that fails to comply with this requirement.

3.1.4 Responses must be received in the electronic mail box of the CDIC Designated Contact Person by the due date and time, as stated in Section 2.4, in order to be considered. The only acceptable evidence of the time of receipt is the time/date stamp on the email as received by CDIC. Any Responses received after the closing date and time will not be given further consideration.

3.1.5 The Response and accompanying documentation submitted by the Vendor are the property of CDIC and will not be returned, and CDIC may make such copies as it may require for evaluation purposes.

3.1.6 Any restrictions which apply to the use, or disclosure, of the contents of a Vendor's RFPQ Response, must be clearly stated in that Response. Every item of documentation which is of a confidential nature must be explicitly marked as such, and identified in an introductory portion of the Response, and will be treated accordingly, to the best abilities of CDIC.

- 3.1.7** The Vendor is responsible for all costs or expenses incurred in the preparation and delivery of a Response to this RFPQ and agrees that CDIC bears no liability for any costs incurred by the Vendor associated with such an RFPQ Response.
- 3.1.8** The Vendor must explicitly identify any portions of its Response that are based on, or are dependent upon, the services, products or participation of any third party, apart from the Vendor's organization.
- 3.1.9** Vendors shall not disclose, issue a news release or undertake any other public announcement in respect of any detail pertaining to their Response in whole or in part to anyone not specifically involved in their Response, without the prior written approval of CDIC which consent may be withheld at CDIC's sole discretion.

3.2 Obligations and Rights of CDIC

- 3.2.1** The issuance of this RFPQ, and CDIC's receipt of any information or Responses, shall not, in any manner, obligate CDIC to perform any act or otherwise incur any liabilities. CDIC assumes no obligation to reimburse or otherwise compensate Vendors or recipients of this RFPQ for Response preparation costs, or any other losses or expenses incurred in connection with this RFPQ.
- 3.2.2** If any responding Vendor is determined by a court or trade tribunal of competent jurisdiction to be entitled to compensation arising from this RFPQ or for the actions of CDIC, its employees, officers, directors, consultants or advisors in relation to this RFPQ, including without limitation any exercise of CDIC's sole and absolute discretion, Vendors expressly acknowledge and agree by submitting a Response that the total maximum compensation for, without limitation, any and all damages, economic losses, profits, opportunities, expenses, costs, or other losses, either individually or cumulatively, is limited to one thousand Canadian dollars (\$1,000 CAD).
- 3.2.3** CDIC reserves the right, in its sole discretion, and at any time:
 - 3.2.3.1** To cancel, modify, re-issue or suspend any aspect of this RFPQ, in whole or in-part, at any time, for any reason;
 - 3.2.3.2** To decide not to proceed to the RFP stage;
 - 3.2.3.3** To seek, in writing or orally, clarification of or additional information concerning a Vendor Response, and to incorporate this information into the Vendor Response for evaluation purposes;
 - 3.2.3.4** To reject a Response that does not conform to the specified format or the other requirements of this RFPQ;
 - 3.2.3.5** To reject any or all Responses without liability for any costs incurred in their preparation;
 - 3.2.3.6** To verify any information in any Vendor Response to this RFPQ in any way CDIC chooses, and to incorporate this information into the Vendor Response for evaluation purposes;
 - 3.2.3.7** To clarify information from any or all of the Vendors without offering other Vendors the opportunity to provide additional information, and to interview any or all Vendors, including the right for CDIC to discuss

with any Vendor different or additional terms to those contemplated in this RFPQ.

- 3.2.4 All RFPQ Responses and accompanying material received in reference to this RFPQ become the property of CDIC and will not be returned. Copies will be treated as confidential and will be made available only on a need to know basis.
- 3.2.5 CDIC is bound by the provisions of the *Access to Information Act* and all Vendors are advised that their documents may be disclosed as required by the Act. Vendors waive any rights they may have to make any claim or take any action against CDIC as a result of any action taken or required to be taken by CDIC for the purpose of complying with the Access to Information Act or other applicable laws or court/tribunal order.
- 3.2.6 Not a Tender, No “Contract A/Contract B”: This RFPQ does not constitute and is not intended to be an offer to enter into a bidding contract or an agreement to acquire goods or services from the Vendor (often referred to as “Contract A”). Neither this RFPQ nor a Vendor’s RFPQ Response shall create any contractual rights or legal obligations whatsoever on any of CDIC or any Vendor, save and except related to limitation of liability. The Vendor agrees that this provision supersedes any custom, usage, agreement or term implied by law to the contrary.

3.3 Governing Law

This RFPQ is governed by and construed in accordance with the laws in force in the Province of Ontario, Canada. Ontario courts have exclusive jurisdiction to hear any disputes under this RFPQ.

3.4 Disclaimer

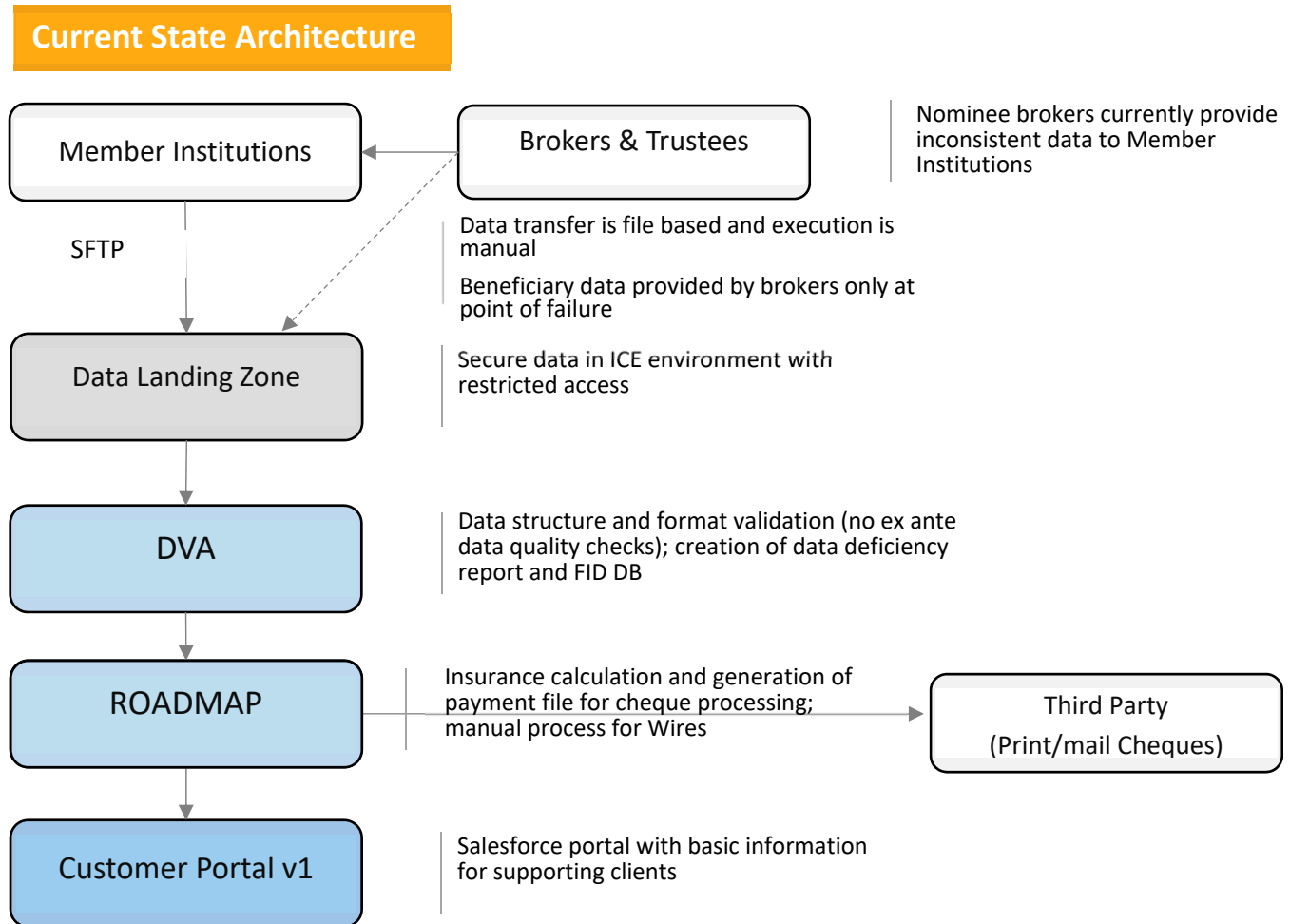
While CDIC has made considerable effort to ensure the accurate representation of information in this RFPQ, the information contained is supplied solely as a guideline for Vendors. CDIC makes no representation, guarantee or warranty as to the accuracy or completeness of any information provided by it in connection with this RFPQ and disclaims all express and implied representations, warranties, and conditions in connection with this RFPQ. Vendors are responsible to undertake their own due diligence in responding to this RFPQ, and make their own investigations, projections and conclusions prior to submitting a response.

4. PAYOUT MODERNIZATION DESCRIPTION AND PLANS

This Chapter builds on the Payout Modernization overview provided in Section 1.2 and provides information on the current state and envisioned future state technology environment, project structure and schedule, and expected use of consultants.

4.1 Payout Modernization current state and envisioned future state technology environment

The payout current state architecture is summarized below:



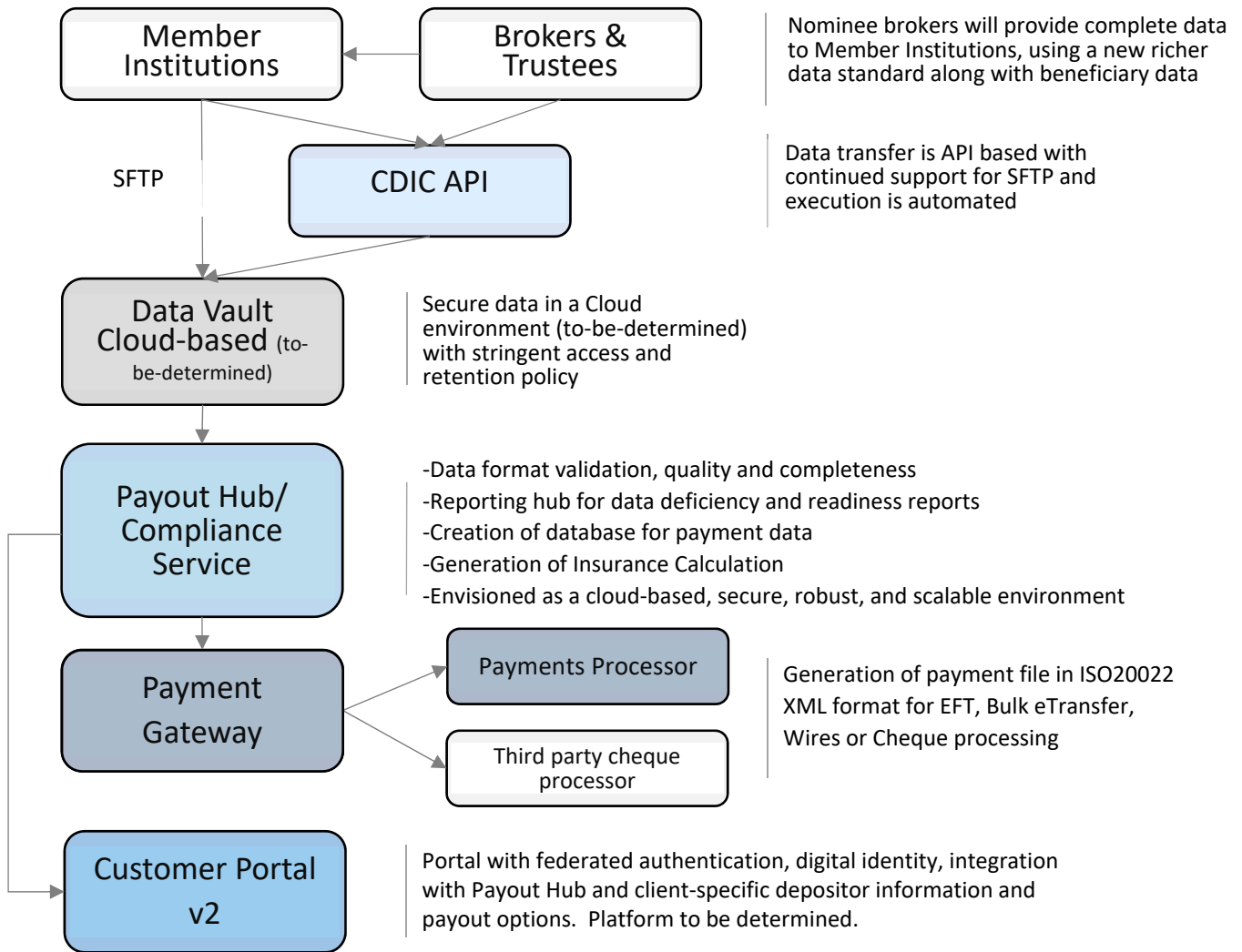
DVA is the current legacy application for verifying the data structure and format of data files provided by Member Institutions. It was created using Alteryx, a self-service data preparation tool, and currently runs on CDIC’s Microsoft Server environment.

ROADMAP is the current legacy application for producing the insurance calculations and generating payment files, which are passed to a third party who prints and mails cheques. If wires are required, they are prepared manually. ROADMAP was developed as a set of loosely coupled .NET web applications, which include Coverage Calculation, Holds and Adjustments, Trusts and Beneficiaries, Payments, Customer Care, Audit and Reporting. Roadmap currently runs in CDIC’s Microsoft Server environment.

Salesforce has recently been implemented to track basic client information. It will be considered as the platform for the Customer Portal in the future state described below.

The Payout Modernization future state technology architecture, currently envisioned as of December 2019, is as follows:

Envisioned Future State Blueprint



This future state blueprint will be refined as work proceeds in each of the project streams.

4.2 Major Work Streams and Overall Schedule

4.2.1 Major Work Streams

The Payout Modernization program delivery structure is organized into 6 streams, as summarized below:

| | 1. PMO/ Organization Enablement | 2. Industry Alignment | 3. Depositor Data | 4. Payout Hub | 5. Payment Gateway | 6. Depositor Communication |
|------------|--|---|---|--|---|---|
| WORKSTREAM | Alignment to the T+0 vision across the organization through an open mindset and improved governance, project management, foundational architecture and effective procurement | Strong collaboration and alignment with Member Institutions (MIs), Nominee Brokers and industry regulators to leverage synergies and achieve shared objectives | Secure data vault and integration capability on the cloud to certify data-compliance of Member data in an automated manner | Integrated platform to perform data validation, aggregation and insurance calculations | Ability to perform electronic payment processing for multiple payment types in a repeatable and optimized manner to expedite depositor payments | Ability for depositors to electronically authenticate ID and modify account and payment details in a secure manner and in alignment with data privacy laws |
| COMPONENTS | <ul style="list-style-type: none"> Modernization Program Office established to bring in PMO discipline and governance Resource alignment and clear definition of roles & responsibilities to enhance collaboration and eliminate divisional silos Create procurement strategy to effectively engage vendors and manage delivery Define PayOut Data strategy Develop enterprise architecture model | <ul style="list-style-type: none"> Proactive in supporting strong, cross-industry implementation of Modernization Legislation in place to ensure faster receipt of depositor information from MIs in preparation for a payout MIs provide compliance attestations supported by underlying data quality and integrity assurance Alignment with service providers (Cannex, IFDS, SIT) | <ul style="list-style-type: none"> A new Compliance Testing Framework and Service offered to certify depositor information – frequent, automated & covering all MIs Data can be collected from MIs on an ad hoc basis on a secure cloud and transferred in an automated manner APIs used for integration with MI systems and on-demand access to date extracts | <ul style="list-style-type: none"> CDIC performs data validation based on data received electronically from MIs Perform Insurance Calculation to determine PayOut in a new application hosted on the cloud that replaces DVA and ROADMAP | <ul style="list-style-type: none"> CDIC generates and processes the payout file Based on depositor preference, transfer payout as EFT, Bulk eTransfer, Wires or Cheques Depositors have ability to access funds and payment status in near real-time | <ul style="list-style-type: none"> CDIC provides multiple payment options to Depositors via Depositor Portal Digital / electronic methods of communicating with the depositor – email, phone, messaging, online portal Depositor management portal uses customer authentication via federation or digital ID |

These streams are all in the early planning stages with the following exceptions:

- In the **Project Management/Organization Enablement stream**, the Project Management Office (PMO) is currently being set-up with core staff (to be supplemented with staff from the Selected Supplier(s) when they are brought on-board). The Payout Modernization procurement function has been established, and the initial version of the Enterprise Architecture Model is being developed and will be available when the Selected Supplier(s) are brought on-board.
- In the **Depositor Data stream**, the Compliance Testing Framework and Service initiative is currently underway. The initial focus is on developing and implementing new data standards to improve data validation and to support data feeds from Nominee Brokers. This is being

driven by the new Data and Systems requirements (DSR 3.0) and the Nominee Broker Data Requirements (NBDR) specification which is coming into effect as of April 30, 2021. Included in this work is planning for regular periodic compliance testing, which initially will be implemented into the current infrastructure with manual support, to be fully implemented in the new environment. This stream will drive some of the specifications for the data vault and new Payment Hub and will be integrated with the overall Payout Modernization streams when the Selected Supplier(s) are brought on-board.

- In the **Industry Alignment stream**, initial work is proceeding with a focus in the short term on supporting the Compliance Testing work.

4.2.2 Overall Payout Modernization High Level Schedule

The current high-level schedule for Payout Modernization is summarized on the next page (version as of January 2020). Many of the steps are shown as starting in the July 2020 timeframe, which is the date CDIC is targeting bringing the Selected Supplier(s) on-board based on the RFP which is planned to follow this RFPQ.

Note that this schedule is intended to be indicative only. It will change as planning for Payout Modernization continues.

4.3 Anticipated Consulting Support Needs

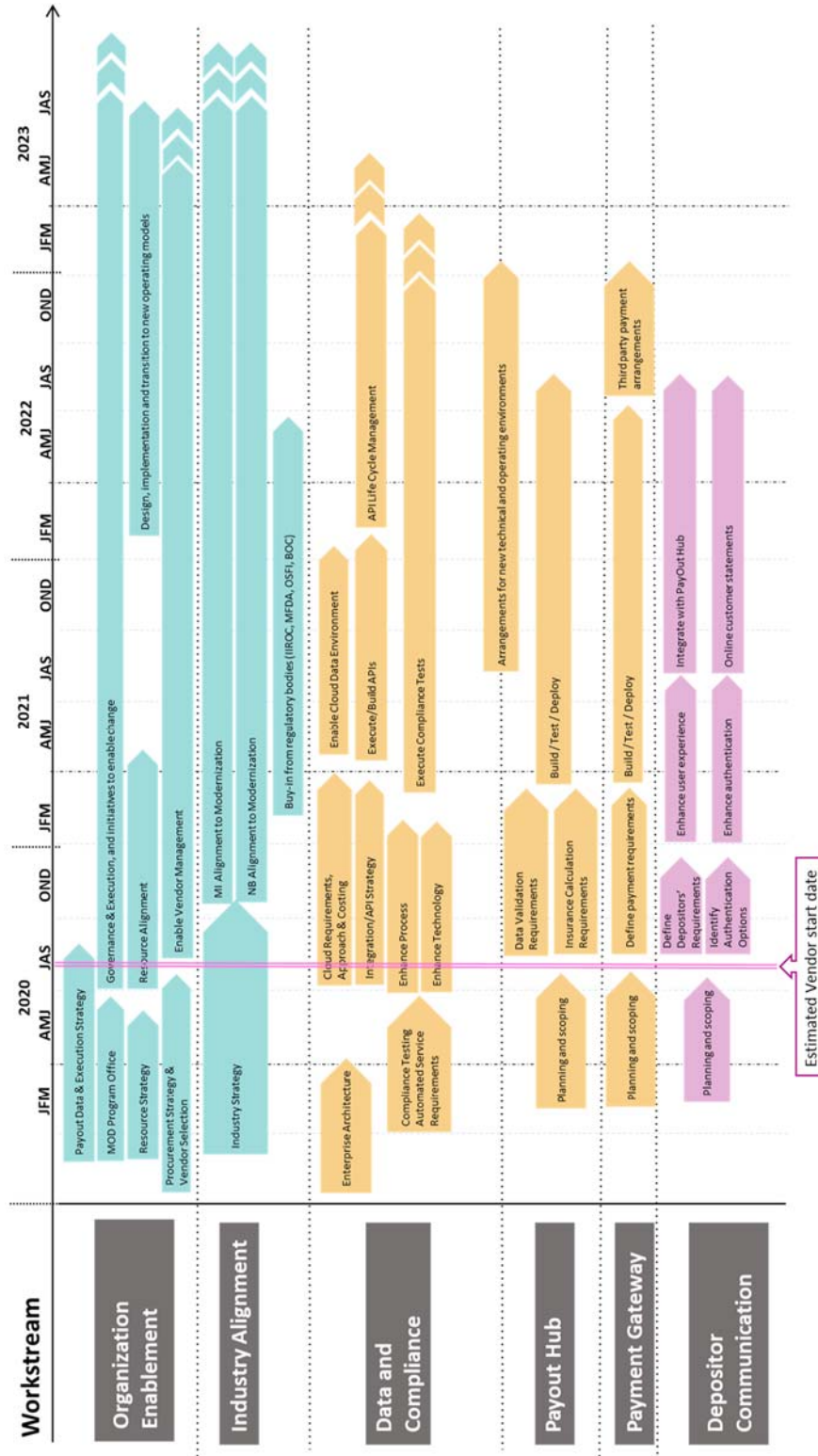
CDIC anticipates requiring support for all facets of the Payout Modernization initiative, over its 3 to 4-year time horizon. CDIC has determined that the most appropriate way for it to acquire this support is to enter into multi-year collaborative arrangements with one or more Vendors capable of providing the full range of services required by Payout Modernization, across all the streams described above.

The overall scope includes all activities up until the point of steady-state operations, at which point the same or different Vendors will be retained under separate contract to operate and maintain the systems.

Given that many of the details of the Payout Modernization work required will only be finalized as the project and project streams progress, the Selected Supplier(s) will be managed via a series of work orders which will trigger Statements of Work (SOWs) for each major piece of work. These SOWs will be driven by CDIC Work Orders or may be initiated by the Vendor and presented to CDIC in the form of draft SOWs, for negotiation and approval. Vendor work will be managed and paid against approved SOWs.

Given the scope and approach of the project, Payout Modernization requires Vendor(s) with deep experience in all facets of technology-enabled transformation in multi-stakeholder environments, who are able and willing to enter into a multi-year agreement to work collaboratively with CDIC via multiple SOWs to successfully shape and deliver Payout Modernization. The qualifications detailed in Chapter 5 reflect the skills and experience CDIC believes it requires.

Payout Modernization Schedule as of January 2020



5. REQUEST FOR PRE-QUALIFICATION (RFPQ) RESPONSE ITEMS AND SUMMARY OF THE EVALUATION PROCESS

In this Chapter, we list the qualifications we will evaluate Vendor Responses against, and list the response items we expect Vendors to address in their RFPQ Responses for each qualification area important to Payout Modernization.

Section 5.1 deals with the mandatory qualifications that Vendors must demonstrate they meet to be considered further by CDIC. These mandatory qualifications will be assessed in two ways. First, Vendors must demonstrate against pass/fail criteria that they meet the mandatory qualifications. If a Vendor fails any of the seven mandatory qualifications, their Response will not be considered further. If a Vendor passes all seven mandatory qualifications, then the Vendor's Responses to each of the mandatory qualifications will be rated, along with the Vendor responses to the rest of the qualifications.

Section 5.2 lists the rest of the qualifications and the response items to be addressed for each area of qualification, which will be rated.

For each area of qualification, we also provide the weightings, expressed as a percentage of 100%, that will be used to combine the scores for each area of qualification to determine the overall weighted evaluation score. The methodology for use in scoring and for determining an overall weighted average score is described in Section 5.3.

5.1 Vendor Response Items for the Mandatory Qualifications

| Mandatory Qualification Description | RFPQ Response Points Vendors are to Address in Describing How They Meet the Qualification | Weight |
|---|--|---------------------|
| a) Evidence of strong ownership and financial security, with associated ability and potential to commit and maintain a strong team over a multi-year time period. | <ol style="list-style-type: none"> 1. Describe the Vendor ownership structure. List any changes to ownership over the last 5 years. If the ownership structure has changed within past 5 years, describe how this has impacted ownership stability. 2. The value of any work for CDIC could peak at \$5 million CDN per year. This must be no more than 10% of overall fee revenue from professional services for the Vendor. For its most recent complete fiscal year, does the Vendor have more than \$50 million CDN in fee revenue from professional services similar to what it would provide to CDIC? 3. A track record of growth is an important indicator of stability. For the past 5 fiscal years, show the growth in professional services fee revenue each year for services similar to what would be provided at CDIC. There must be growth in 3 of the past five years, and overall growth over the 5-year period must be at least 30%. 4. Provide any additional evidence to demonstrate strong ownership, financial security, and the importance to the Vendor of business similar to the services it would provide to CDIC. | Pass/Fail 5% |
| b) Sub-set of resources available to work at CDIC's Ottawa and/or Toronto offices. | <ol style="list-style-type: none"> 1. A subset of resources must be available to work directly at CDIC's offices in Ottawa and/or Toronto. Will the Vendor be able to commit to making up to 40% of its team work on-site at these locations at any time when this is deemed beneficial by CDIC? Describe how. 2. Will the Vendor commit to all key senior members of any team it would propose to CDIC being available to work on-site whenever this is deemed beneficial by CDIC? Describe how. | Pass/Fail 3% |

| Mandatory Qualification Description | RFPQ Response Points Vendors are to Address in Describing How They Meet the Qualification | Weight |
|---|--|-----------------|
| c) An ability to operate in both of Canada's official languages, with at least some team members fluent in each of the two official languages. | <ol style="list-style-type: none"> 1. Does the Vendor have a capability to operate in both of Canada's official languages? How would the Vendor ensure this capability continues over the 3-year anticipated contract length of Payout Modernization? 2. Of the Vendor resource pool that would be available to work on Payout Modernization, what portion can operate in each official language? What portion can operate in both official languages? Explain how these portions are adequate to support Payout Modernization in both official languages. | Pass/Fail 3% |
| d) Demonstrated successful involvement within the last 10 years on at least three major large-scale technology-enabled transformations that have relevance to Payout Modernization. | <ol style="list-style-type: none"> 1. List a minimum of three successful major large-scale technology-enabled transformation initiatives from within the last 10 years that the Vendor has played a major role in. Each project must have involved a minimum of \$1 million CDN in professional fee revenue from the Vendor. 2. For each project, describe its objectives, the role of the Vendor, the time frames and professional fees, the specific involvement of the Vendor, challenges successfully met, and the relevance to Payout Modernization. | Pass/Fail 5% |
| e) Evidence of effective policies, procedures, controls and related staff training to ensure secure treatment of data, processing integrity, and appropriate treatment of confidential and private information. SOC 2 Type II certification or evidence of equivalence is required. | <ol style="list-style-type: none"> 1. CDIC is a key contributor to the financial stability of the Canadian financial services sector. Security and privacy are paramount. Provide evidence of effective policies, procedures, controls and related staff training to ensure secure treatment of data, processing integrity, and appropriate treatment of confidential and private information. 2. Vendors must either have or be in a position to acquire SOC 2 Type II certification or equivalence. Is this the case? | Pass/Fail 3% |
| f) An ability for key resources assigned to work at CDIC to be security-cleared to Reliability Status (Government of Canada). | <ol style="list-style-type: none"> 1. Some Payout Modernization work will involve dealing with Protected B material and will require the Vendor's key resources to be security cleared to Reliability Status (Government of Canada). Vendors must make themselves familiar with what this involves and must commit to either having or obtaining Reliability Status for key staff that would be candidates to work on Payout Modernization. Describe how the Vendor would do this. | Pass/Fail 3% |
| g) An ability to support dealing with Protected B data (detailed depositor data is deemed Protected B). Most work will not require access to actual depositor data, however some work will, so Vendors must describe how they will accommodate this. | <ol style="list-style-type: none"> 1. Dealing with Protected B data has implications for both the key staff working with the data, and the organization and work environment. Vendors must make themselves familiar with what this involves, and describe how the Vendor would accommodate this, demonstrating an ability to be in full compliance with Government of Canada directives. 2. Does the Vendor have current experience in supporting clients where the work involves dealing with Protected B data or its equivalent in other jurisdictions? If so, describe. Note: the mandatory item that must be satisfied is point 1 above. Experience with Protected B is not absolutely required as long as the Vendor can demonstrate understanding and ability to put mechanisms in place to comply as part of its response to item 1 above. | Pass/Fail 3% |

5.2 Vendor Response Items for the Rated Qualifications

| Rated Qualification Description | Response Points Vendors are to Address in Describing How They Meet the Qualification | Weight |
|--|--|--------|
| h) Demonstrated experience, both by the Vendor and by key staff identified as candidates to work at CDIC, with large multi-year, multi-stakeholder technology-enabled transformation, in financial services or otherwise relevant to Payout Modernization. | <ol style="list-style-type: none"> 1. In addition to the mandatory projects listed in Qualification 'd' above, Vendors are asked to list additional experience (up to three examples) with large-scale, multi-year, multi-stakeholder, technology-enabled transformation, with a focus on financial services, or otherwise deemed to be relevant to Payout Modernization. 2. For each project listed, describe its objectives, the role of the Vendor, the time frames and professional fees, the specific involvement of the Vendor, challenges successfully met, and the relevance to Payout Modernization. 3. Vendors are also asked to list key staff that may be available to work on Payout Modernization. For each, describe their qualifications and experience, describe what role they could fulfil on Payout Modernization, and why they would be a good fit. List which of the projects described in 'h1' and 'd1' that the key staff were involved in, describing their roles. | 10% |
| i) Experience with data security and data security/privacy rules and practices in Canada, and/or other jurisdictions with some relevance to Canada, including innovative approaches for storing, processing and managing the life cycle of secure data in cloud and mobile environments. | <ol style="list-style-type: none"> 1. Vendors are asked to describe their knowledge and experience with data security/privacy rules and practices in Canada, and/or other jurisdictions with some relevance to Canada. Describe experience, intellectual capital, and list key experts within the Vendor with related experience. In particular, highlight experience with, or a demonstrated ability in, implementing Government of Canada guidance on confidentiality, integrity and availability of information that is stored, processed and transmitted in cloud computing platforms, as set out in the <i>2017 Direction on the Secure Use of Commercial Cloud Services: Security Policy Implementation Notice (SPIN)</i>, and, as per the <i>Direction for Electronic Data Residency</i>, an ability to ensure all 'live' data in any cloud platform solution involved in the delivery of key services to Canadians is physically resident solely in Canada. 2. Provide up to three examples of work involving innovative approaches for storing, processing and managing the life cycle of secure data in the cloud and in mobile environments. In particular, list any related experience with financial data and transactions. 3. Provide any insights into developments in data security and protection against attack, and relate these insights to Payout Modernization. | 10% |
| j) Experience with data exchange and interfaces with Canadian financial institutions, and/or other institutions with characteristics relevant to Canadian financial institutions. | <ol style="list-style-type: none"> 1. Vendors are asked to describe their knowledge and experience with data exchange and interfaces with Canadian financial institutions, and/or other institutions with characteristics relevant to Canadian financial institutions. 2. Provide any insights into dealing with data exchange/interfaces with financial institutions and relate these insights to Payout Modernization. | 5% |
| k) Experience with large scale payments, payment regimes, standards and processes in Canada, and/or in other jurisdictions relevant to Canadian payments. | <ol style="list-style-type: none"> 1. Vendors are asked to describe their knowledge and experience with large scale payments, payment regimes, standards and processes in Canada, and/or other jurisdictions with characteristics relevant to Canadian payments. 2. Provide any insights into developments in payments systems and relate these insights to Payout Modernization. | 5% |

| Rated Qualification Description | Response Points Vendors are to Address in Describing How They Meet the Qualification | Weight |
|--|--|------------|
| <p>l) Experience with money products, deposit practices, money products distributed through brokers and booked in nominee form/in-trust, deposit insurance practices, and related regulatory regimes, in Canada and/or jurisdictions relevant to Canada.</p> | <ol style="list-style-type: none"> 1. Vendors are asked to describe their knowledge and experience with money products, deposit practices, money products distributed through brokers and booked in nominee form/in-trust, deposit insurance practices, and related regulatory regimes, in Canada and/or jurisdictions relevant to Canada. 2. Provide any insights into developments in this space and relate these insights to Payout Modernization. | <p>5%</p> |
| <p>m) Proven methodologies for technology-enabled transformation, with associated tools, templates and intellectual capital, and incorporating agile practices and related components.</p> | <ol style="list-style-type: none"> 1. Describe the methodologies the Vendor has available and uses for technology-enabled transformation. Include methodologies that would apply to all facets of Payout Modernization. Provide samples of tools and templates and describe supporting intellectual capital and how it could be accessed by Payout Modernization. 2. Describe how the Vendor’s methodologies incorporate agile practices and related components. Provide views on the suitability of agile practices for different parts of the Payout Modernization streams. 3. Describe how the Vendor facilitates knowledge transfer to its clients. | <p>5%</p> |
| <p>n) Large pools of staff at all levels trained and experienced with these methodologies (see m), and with design and development experience in common development environments.</p> | <ol style="list-style-type: none"> 1. Identify numbers and levels of staff trained and experienced in the use of the methodologies referenced in ‘m’ above. Identify the countries these staff are domiciled in. 2. Identify numbers and levels of staff experienced in the development environments you feel may be relevant to Payout Modernization in developing/delivering solutions. Identify the countries these staff are domiciled in. 3. Describe how you would utilize and deploy resources not domiciled near the two CDIC offices in Toronto and Ottawa. Explain how you would manage this to ensure responsiveness and flexibility to adjust to the evolving needs of Payout Modernization over its multi-year timeline. 4. Describe your views on when resources are best used on-site versus when resources can be effectively utilized remotely? | <p>10%</p> |
| <p>o) Track record in designing, developing and implementing solutions of a similar nature and in similar environments as described for Payout Modernization.</p> | <ol style="list-style-type: none"> 1. With a narrower focus on experience with the design, development and implementation of solutions (versus items ‘d’ and ‘h’ above), provide up to three examples of projects of a similar nature as described for Payout Modernization. 2. For each project listed, describe its objectives, the relevance to Payout Modernization, the role of the Vendor, the time frames and professional fees, the specific involvement of the Vendor, challenges successfully met, and key individuals involved who may be candidates to work on Payout Modernization. | <p>5%</p> |

| Rated Qualification Description | Response Points Vendors are to Address in Describing How They Meet the Qualification | Weight |
|---|---|--------|
| <p>p) Proven approaches and track record for managing the quality of services provided, with clear mechanisms for early identification of issues, and clear interventions for addressing issues, reporting progress, and managing client relationships.</p> | <ol style="list-style-type: none"> 1. Vendors are asked to describe their approach for managing the quality of services provided to clients for engagements providing support similar to what Payout Modernization requires. Include clear descriptions of mechanisms for early identification of issues, examples of interventions for addressing issues, and mechanisms and processes for reporting progress and managing client relationships. 2. As part of this description, highlight mechanisms and processes for the Vendor's internal governance of its projects that are of the scale suggested by Payout Modernization's support requirements. | 5% |
| <p>q) Proven approaches for managing multi-year 'partnership' arrangements with clients, for creating and managing 'statements of work' as work assignments are generated over the life of Payout Modernization, for ensuring client satisfaction, and for providing appropriate flexibility in the face of evolving needs as the project progresses.</p> | <ol style="list-style-type: none"> 1. The Vendors are asked to provide views on the multi-year 'partnership' arrangement CDIC is considering for Payout Modernization, involving contracting with a Vendor(s) up-front for support for all facets of the project, with details to come out as the project progresses, and with actual work managed by 'statements of work'. What does the Vendor see as the advantages and disadvantages of this approach? 2. What, from the Vendor's perspective, must be carefully managed for this type of arrangement to work? 3. What experience does the Vendor have with this type of arrangement? 4. Describe the approach and mechanisms the Vendor would use to manage this type of arrangement, and any special governance and/or contractual arrangements necessary from the Vendor's perspective to make the arrangement work. | 5% |
| <p>r) Demonstrated insight into the challenges CDIC faces with Payout Modernization, the critical success factors, and track record of support that addresses these critical success factors.</p> | <ol style="list-style-type: none"> 1. Based on the Vendor's experience with similar initiatives and understanding of Payment Modernization from this RFPQ, describe the challenges that CDIC is likely to face in successfully achieving its objectives. 2. Describe what the Vendor believes to be the overall critical success factors for an initiative like Payout Modernization. 3. Describe how the Vendor aligns with its views on the factors critical to the success of Payout Modernization. | 5% |
| <p>s) Ability to draw on relevant subject matter expertise and related leading-edge technology including artificial intelligence logic and tools, new forms of analytics, privacy and security developments, and cloud developments.</p> | <ol style="list-style-type: none"> 1. Vendors are asked to describe the subject matter experts and access to knowledge of leading-edge developments of relevance to Payout Modernization they can draw on. 2. How could this expertise be made available to support Payout Modernization? | 5% |

5.3 Summary of Process for Evaluating and Scoring Vendor Responses

The Evaluation process will be conducted as follows:

- An evaluation team from CDIC composed of senior staff with knowledge of Payout Modernization will be formed to evaluate the RFPQ Responses.
- First, the team will review the response items for the mandatory qualifications and determine if any responses fail to meet the mandatory qualifications. Any responses with a 'fail' on any of the seven mandatory qualifications will not be considered further.
- The team will then rate the responses for each Vendor for each of the 19 areas of qualification (items 'a' to 's' in Sections 5.1 and 5.2).
- Ratings will be based on the collective experience of the evaluation team, and the team will produce a consensus score for each of the 19 qualification areas for each of the Vendors.
- The scoring will be based on a 5-point scale, with each evaluation item scored by the team using scores as follows:
 - 5 – “Significantly exceeds the evaluation team’s expectations for qualifications relevant to Payout Modernization”
 - 4 – “Meets all of the evaluation team’s expectations for qualifications relevant to Payout Modernization, and exceeds some”
 - 3 – “Meets the evaluation team’s overall expectations for qualifications relevant to Payout Modernization”
 - 2 – “Partially meets the evaluation team’s expectations for qualifications relevant to Payout Modernization, with some compromises and/or missed qualifications”
 - 1 – “Largely fails to meet the evaluation team’s expectations for qualifications relevant to Payout Modernization”
- Each of the 19 scores will be multiplied by the percentage weighting shown in the table above, and an overall weighted average score will be determined for each Vendor. Vendors will then be listed from highest score to lowest score.

The scoring will be based on the material provided in the Vendor responses, and any other information obtained as a result of clarification or other due diligence. CDIC reserves the right, at its sole discretion, to conduct due diligence including fact checking on any Vendor RFPQ Response, and to incorporate this into the evaluation scoring, including rejecting RFPQ Responses where it finds material mis-representation.

6. VENDOR RESPONSE FORMAT AND INSTRUCTIONS

Vendors are asked to structure their Responses based on the instructions outlined in this Chapter. We also ask that Vendors keep their responses concise, and refrain from including large amounts of generic material. Responses may be in either of Canada’s official languages.

Vendors must submit complete electronic versions of their Responses in PDF format, to the CDIC Designated Contact Person’s email address according to the instructions and deadline detailed in Chapter 2.

Section 1: Introduction and Executive Summary (optional)

This section is optional. If the Vendor chooses to include an Executive Summary highlighting why they would be a suitable Vendor for supporting Payout Modernization, they are welcome to do so. However, all evaluation will be based on the Vendor responses to the body of the response as described in Section 3 below.

Section 2: Vendor Corporate Profile and Vendor Designated Contact (mandatory)

We ask that Vendors provide basic information about their Corporate profile and identify a Designated Contact and provide associated contact information. This information should include the following:

- Vendor legal name, description of parent company if applicable, address of head office, address of Canadian head office if different, locations of all major operations, and numbers of staff all each major location.
- Number of years the company has been in business, and if applicable, the number of years the company has been doing business in Canada.
- If the Vendor is basing its qualifications on the combined experience of its core staff and that of associate organizations or subcontractors, include this information for each associate organization/sub-contractor.
- A Designated Contact Person, along with contact information.
- The name of an officer of the Vendor authorized to submit the Vendor’s RFPQ Response.

Section 3: The Vendor Response to Each Area of Qualification (mandatory)

Vendors are to respond to the Qualifications according to the structure and numbering system used in Chapter 5 of this RFPQ document, as follows:

- Vendors are to label their Response content in exact correspondence to the Areas of Qualification and Response Points from the tables in Section 5, starting with ‘a-1’ all the way through to ‘s-2’.
- All Vendor RFPQ Response content must be mapped to this structure for it to be properly evaluated.
- If responses to any of the qualification response points are based on the combined experience of the Vendor’s core staff and any associates/sub-contractors, this must be clearly indicated.

Note: Any additional information, references to web sites or other sources, over and above what is provided in the Vendor Response in Section 3, will not be used in the evaluation of Responses, except if this information forms part of due diligence conducted by CDIC.

..... End of this RFPQ document