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Gatineau

Québec

K1A 0S5

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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**

**Vendor/Firm Name and Address**

Raison sociale et adresse du  
fournisseur/de l'entrepreneur

**Issuing Office - Bureau de distribution**

Informatics Professional Services Division / Division  
des services professionnels en informatique

Les Terrasses de la Chaudière

10, rue Wellington, 4ième

étage/Floor

Gatineau

Québec

K1A 0S5

<b>Title - Sujet</b> Digital Services-Urgent for COVID19	
<b>Solicitation No. - N° de l'invitation</b> B9220-210014/A	<b>Amendment No. - N° modif.</b> 003
<b>Client Reference No. - N° de référence du client</b> B9220-210014	<b>Date</b> 2020-06-01
<b>GETS Reference No. - N° de référence de SEAG</b> PW-\$\$ZM-626-37814	
<b>File No. - N° de dossier</b> 626zm.B9220-210014	<b>CCC No./N° CCC - FMS No./N° VME</b>
<b>Solicitation Closes - L'invitation prend fin</b> <b>at - à 02:00 PM</b> <b>on - le 2020-06-08</b>	<b>Time Zone</b> <b>Fuseau horaire</b> Eastern Daylight Saving Time EDT
<b>F.O.B. - F.A.B.</b> <b>Plant-Usine:</b> <input type="checkbox"/> <b>Destination:</b> <input checked="" type="checkbox"/> <b>Other-Autre:</b> <input type="checkbox"/>	
<b>Address Enquiries to: - Adresser toutes questions à:</b> Holden, Carole	<b>Buyer Id - Id de l'acheteur</b> 626zm
<b>Telephone No. - N° de téléphone</b> (613) 858-9217 ( )	<b>FAX No. - N° de FAX</b> ( ) -
<b>Destination - of Goods, Services, and Construction:</b> <b>Destination - des biens, services et construction:</b>	

Instructions: See Herein

Instructions: Voir aux présentes

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

## AMENDMENT NO. 003

This amendment is raised to clarify the RFP, revise the RFP and to answer bidders' questions.

### CLARIFICATIONS:

#### Clarification No. 1:

Reference: Attachment 4.1 Mandatory Technical Criteria, MTC1, MTC2 and MTC5; and Attachment 4.2 Point Rated Technical Criteria, RTC2, RTC3, and RTC4:

Customer reference contact information for MTC1, MTC2, and MTC5, in Attachment 4.1, and RTC2, RTC3, and RTC4 in Attachment 4.2 does not need to be provided at the time of bid closing. However, the Crown reserves the right to request from responsive bids, client contact information for any project used in demonstration of the aforementioned criteria during the bid evaluation process.

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### RFP REVISIONS:

#### Revision No. 7

At Part 2 – Bidder Instructions, 2.3 Enquiries – Bid Solicitation, article (a):

Delete;

All enquiries must be submitted in writing to the Contracting Authority no later than 8 calendar days before the bid closing date. Enquiries received after that time may not be answered.

Insert:

All enquiries must be submitted in writing to the Contracting Authority no later than 6 calendar days before the bid closing date. Enquiries received after that time may not be answered.

#### Revision No. 8

At Part 3 – Bid Preparation Instructions, 3.2 Section I: Technical Bid, (a) (iii) Customer Reference Contract Information, article (A):

Delete:

The Bidder must provide customer references. The customer references must each confirm, if requested by PWGSC, the facts identified in the Bidder's bid, as required by MTC1, MTC2, and MTC5, in Attachment 4.1, and RTC2, RTC3, and RTC4 in Attachment 4.2.

Insert:

If requested by Canada, the Bidder must provide customer references. The customer references must each confirm, if requested by PWGSC, the facts identified in the Bidder's bid, as required by MTC1, MTC2, and MTC5, in Attachment 4.1, and RTC2, RTC3, and RTC4 in Attachment 4.2.

#### Revision No. 9

At Part 4 – Evaluation Procedures and Basis of Selection; 4.2 Technical Evaluation; (d) Reference Checks; article (v)

Delete:

Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if (1) the reference customer states he or she is unable or unwilling to provide the information requested, or (2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder.

Insert:

Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if the reference customer states he or she is unable or unwilling to provide the information requested.

For evaluation purposes, customer references of the Bidder, its parent companies, subsidiaries, affiliates or other associated entities of the Bidder are acceptable. The Bidder must specify how the Bidder is related to the company that performed the work.

**Revision No. 10**

At Attachment 4.2 Point Rated Technical Criteria, RTC3

**Delete:**

In addition to the two projects identified in the Bidder's response to MTC2, points will be allocated for additional project(s) identified that meet the requirements described in MTC2.

**Insert:**

In addition to the projects identified in the Bidder's response to MTC2, points will be allocated for additional project(s) identified that meet the requirements described in MTC2. In order for points to be allocated each referenced project must address all five areas described in MTC2 (Digital Solutions; Robotic Process Automation (RPA) Solutions; Analytics Solutions; Cybersecurity Strategy and Services; and Legacy Integration Solutions). A maximum of four reference projects can be proposed.

**Revision No. 11**

At Attachment 4.1 Mandatory Technical Criteria, MTC4 Global Alliances:

**Delete:**

The Bidder must demonstrate that it has Global Alliances\* with all of the following software companies: Amazon Web Services, Oracle, SAP, and Microsoft by the closing date of this bid solicitation.

**Insert:**

The Bidder must demonstrate that it has Global Alliances\* with at least 3 of the following software companies: Amazon Web Services, Oracle, SAP, and Microsoft by the closing date of this bid solicitation.

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**QUESTIONS AND ANSWERS**

**Question 10:**

Reference: Section 2.3 (a) – Enquiries – Bid Solicitation

Section 2.3 (a) of the RFP requires that "all enquiries must be submitted in writing to the Contracting Authority no later than 8 calendar days before the bid closing date".

Given that the responses are due on June 8th and the above deadline requires that all of Bidder's questions be submitted by tomorrow (Saturday, May 30th), will IRCC please extend the deadline for submitting questions to four (4) calendar days before the bid closing date so as to enable the Bidder to ask clarification questions to enhance its response to IRCC?

**Answer 10:** See Revision No. 7 from this solicitation amendment

**Question 11:**

Reference: Section 3.2 (iii) (A) and 4.2 (d) (v) – Mandatory Technical Criteria – Reference Checks

Bidder's read of these sections, in particular of Section 4.2 (d) (v) which states "*Points will not be allocated and/or a bidder will not meet the mandatory experience requirements (if applicable) if...(2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself)*" is that customer references of the Bidder only may be used which will preclude Bidder from using its Global experience in response to the mandatory and rated reference requirements in the RFP and may preclude Bidder from bidding. Given that IRCC is seeking the services of a "global organization" (Section 1 of the SOW), that Bidder must demonstrate its Global Alliances and that Bidder must demonstrate experience providing

Global subject matter expertise, Bidder believes IRCC's intent is to allow the use of Global experience to meet all of the mandatory and rated reference requirements of the RFP (i.e. MTC1, MTC2, MTC5, RTC2, RTC3 and RTC4) and that IRCC should do so to enable this experience to be brought to bear in support of IRCC's Digital program.

Will IRCC please modify the requirements of the RFP to allow Bidder to use customer references of the Bidder, its Affiliates and Subsidiaries to meet the above mandatory and rated requirements of the RFP.

**Answer 11:** See Revision No. 9 from this solicitation amendment.

**Question 12:**

Part 2 – Bidder Instructions; 2.3 Enquiries - Bid Solicitation; (a) - RFP page 7

We understand that the Crown must move quickly to procure the services of a qualified contractor to rapidly provide new strategies, processes and digital systems that will enable IRCC to fulfill its mandate and obligations under the emergency situation created by COVID-19.

We believe that the level of effort required to demonstrate bidders' relevant qualifications within the current bid response deadline is reasonable and any delays to this bid solicitation process will endanger IRCC's mission to provide critical assistance to temporary and permanent residents, citizenship seekers, refugees and asylum claimants and many other services.

Therefore, we respectfully request the following:

- (1) Given that the period for questions closes on Sunday, May 31, we kindly request that the Crown extend the questions deadline to close on a business day.
- (2) To ensure that the work and capacity of IRCC's operation centres and personnel are not further negatively impacted by COVID-19, we kindly request that the Crown provide bidders with a deadline for Q&A responses no later than 5 calendar days before the closing date of this RFP.

**Answer 12:** See Revision 7 from this solicitation amendment.

**Question 13:**

Part 4 – Evaluation Procedures and Basis of Selection; 4.2 Technical Evaluation; (d) Reference Checks; article (v) - RFP page 18

Upon review of the above mentioned solicitation, we have a question regarding the definition of Bidder as referenced in 4.22 Technical Evaluation; (d) Reference Checks; article (v) (RFP page 18) where it states that: "Points will not be allocated and/or a bidder will not meet the mandatory experience requirement (as applicable) if...(2) the customer reference is not a customer of the Bidder itself (for example, the customer cannot be the customer of an affiliate of the Bidder instead of being a customer of the Bidder itself). Nor will points be allocated or a mandatory met if the customer is itself an affiliate or other entity that does not deal at arm's length with the Bidder."

Based on the statement of work and the mandatory and technical criteria of this bid solicitation, we understand that the Crown is seeking the services of a global organization with (1) expertise and experience in digital solution implementations and immigration and digital transformations and (2) an established bench of qualified and available resources. To accomplish this objective, the Crown will need a contractor who can leverage its full global experience, knowledge, methodologies, best practices, tools and approaches for IRCC's urgent COVID-19 requirement. With the current definition of bidder, firms who are a global association of entities with shared networks, resources and methodologies would be prohibited from leveraging their global experience. This significantly impacts our firm's ability to bid, as the highly relevant and excellent experience gained by our firm, relevant to IRCC's requirement, has been completed globally.

We would seek clarification from Canada, that projects led by affiliated or related entities of the Bidder may be used to satisfy the mandatory and technical criteria, and that the Crown will accept customer references for projects where the client was a customer of the affiliated or related entities of the bidder. Given the complex legal structure of many of potential proponents, we believe that absent this clarification, Canada may be at real risk of multiple non-compliant bids. If IRCC does not include this wording in the evaluation section of the RFP, then this would put our firm and many other global service

providers at a distinct disadvantage due to the way in which we are structured and would limit IRCC's access to highly qualified bidders.

We would suggest that for the purpose of this solicitation the following wording be used to define Bidder, "For the purposes of the requirements set out within this solicitation, the experience of the Bidder, its parent companies, subsidiaries, affiliates or other proposed associated entities of the Bidder, or its proposed sub-contractors will be considered."

**Answer 13:** See Revision No. 9 from this solicitation amendment.

**Question 14:** Will a 2-week extension of the solicitation closing date be considered?

**Answer 14:** At this time, IRCC is not prepared to extend the solicitation closing date.

**Question 15:**

Attachment 4.2 – Point Rated Technical Criteria – RTC 3

Requirement RTC 3 states "In addition to the two projects identified in the Bidder's response to MTC 2, points will be allocated **for additional project(s)** identified that meet the requirements described in MTC 2" and that these project(s) will be allocated "10 points for **each project identified** that meets the criterion".

RTC 3 requires that Bidder submit projects that address the 5 scope areas from MTC 2 as follows:

1. Digital Solutions;
2. Robotic Process Automation (RPA) Solutions;
3. Analytics Solutions;
4. Cybersecurity Strategy and Services; and
5. Legacy Integration Solutions.

Will IRCC please clarify:

1. How many projects Bidder can use to meet the requirements of RTC 3?; and
2. In light of IRCC's response to item 1 above, how points will be allocated to each project submitted in response to RTC 3?

**Answer 15:** Please see Revision No. 10 from this solicitation amendment.

**Question 16:**

**Customer Reference Contact Information** (Part 3 - Bid Preparation Instructions; 3.2 Section I: Technical Bid; (a); (iii) Customer Reference Contact Information- RFP page 12)

Upon review of the above mentioned solicitation, we have a question regarding the customer reference contact information requirement as referenced in 3.2 Section I: Technical Bid; (a); (iii) Customer Reference Contact Information (RFP page 12).

We respectfully request that the Crown consider removing the requirement for customer reference contact information for MTC1, MTC2, and MTC5, in Attachment 4.1, and RTC2, RTC3, and RTC4 in Attachment 4.2, but include a statement that the Crown reserves the right to request customer reference contact information for any project cited in demonstration of these criteria during the bid evaluation stage of this procurement process. This has been done in numerous similar procurements and will allow the Crown the comfort of access to the information it may require to validate the information provided by bidders while removing the onerous task of having bidders compile, confirm and provide this information within the bid submission document. **By amending this requirement, the Crown will prevent delays to the successful completion of this critical COVID-19 emergency procurement for IRCC.**

It must be understood that based upon the depth of experience which must be substantiated to demonstrate the evaluation criteria, this could easily amount to more than 23 national and global

customer references who will need to be notified and available as they respond to the stressors that the COVID-19 emergency situation has placed upon our their businesses and operations.

We suggest that for the purpose of this solicitation the following wording be used (a standard statement similar to language that has been used in previous procurements):

*"Customer reference contact information for MTC1, MTC2, and MTC5, in Attachment 4.1, and RTC2, RTC3, and RTC4 in Attachment 4.2 does not need to be provided at the time of bid closing. However, the Crown reserves the right to request from responsive bids, client contact information for any project used in demonstration of the aforementioned criteria during the bid evaluation process".*

**Answer 16:** See Clarification No.1 from this solicitation amendment

**Question 17 :**

**MTC4 Global Alliances** (RFP page 85)

In many cases, due to organizational and legal structures, bidding entities cannot have a formal agreement as defined in MTC4 with particular software companies, but have informal marketplace arrangements that provide access to and bring together dedicated professionals from each company with expertise in the specific software.

The current definition of Global Alliance does not take this into account and will inadvertently exclude qualified global organizations who have the relevant qualifications, expertise and experience to deliver on the Crown's requirement. Without amending this requirement, the Crown is at risk of having only one compliant bidder at the time of bid closing who will not have to demonstrate the best or most competitive qualifications to receive the resulting contract award.

To rectify this, we respectfully request that the Crown amend MTC4 as follows:

*"The Bidder must demonstrate that it has Global Alliances\* with **at least 3** of the following software companies: Amazon Web Services, Oracle, SAP, and Microsoft by the closing date of this bid solicitation."*

**Answer 17:** See Revision No. 11 from this solicitation amendment.

**Question 18:**

**RTC4 b) :** We understand that the Crown is seeking the services of a global organization that has the ability to execute and innovate with alignment to standards that support excellence. Given the value of relevant experience and the importance of a successful track record in this space we would like to request that the referenced project be limited to demonstrate the ability to execute and innovate work successfully in the field of global immigration or border management.

Based on the points attributed to RTC4 b), a bidder could potentially achieve maximum points without having adequate experience in global immigration or border management. As such, there is a risk that the Crown's needs may not be met and the most competent bidder would not be selected. We suggest that for IRCC to receive the highest qualified contractor, that RTC4 b) be amended as follows:

*" b) Providing with its bid details for one project **related to the field of global immigration or border management** where the Bidder demonstrates a strong ability to execute and innovate work successfully; how its vision is aligned with how work in the IT field is evolving; and how it has adopted strong standards that support excellence."*

**Answer 18:** IRCC will not consider adjusting the requirement.

**Question 19:**

RTC2 requires the bidder to provide four (4) project references that meet the criteria of MTC1 to receive a maximum of 40 points (10 points per project). Could the Crown please clarify if the 2 project references submitted under MTC1 can be submitted under RTC2, leaving 2 additional project references to receive a maximum of 40 points, or does the bidder need to submit 4 additional project references in RTC2 and not include the references submitted under MTC1 (i.e. 6 project references that meet MTC1 in total) to receive a maximum score of 40 points?

**Answer 19:** The projects for RTC2 must not be the same projects used to meet MTC1, therefore the Bidder must provide four additional projects for RTC2 to obtain the maximum 40 points (10 points for each project identified that meets the criterion).

**Question 20:**

RTC3 states that the bidder must submit additional project references that meet MTC2 - Experience providing digital solutions. MTC2 states that the bidder must provide 2 project references for each of the 5 areas, Digital Solutions, Robotic Process Automation (RPA) Solutions, Analytics Solutions, Cybersecurity Strategy and Services, and Legacy Integration Solutions. Could the Crown please confirm to that the bidder must submit four (4) additional project references per area to receive the maximum 40 points.

**Answer 20:** Please see Revision No. 10 from this solicitation amendment.

**Question 21:**

COVID-19 has had a significant impact on all government services, including immigration. To meet your demands, we understand how digital services should be leveraged to increase the efficiency of these services and thus, the urgency of this procurement.

However, to adequately respond to this procurement, the vendor community has the same challenges under COVID-19 that the Government of Canada is enduring; lower efficiency due to a lack of co-location and difficulty in connecting with colleagues and business partners. To respond to B9220-210014/A, a bidder could require 18 project references for the mandatory criteria, and an additional 6-12 project references for the rated criteria. All project references require the bidder to contact the reference, seek permission to act as a reference on the bidder's behalf, and agree to the project reference write-up that will be submitted to the Crown for evaluation. This represents a significant effort on behalf of the vendor to prove to the Crown they are capable to performing the required digital services.

Moreover, to meet the evaluation criteria, the bidder will require project references from across the globe due to the limiting nature of the evaluation criteria (i.e. only national departments or agencies for immigration, customs, or international trade). This puts further pressure on the bidder to provide adequate support for the mandatory and rated criteria.

We ask the Crown to extend the deadline of this procurement to Monday, July 6th, 2020 to provide the necessary time to respond.

**Answer 21:** IRCC will not consider extending the deadline at this time. The revisions included in this solicitation amendment are intended to help alleviate the effort required for the project references.

**ALL OTHER TERMS AND CONDITIONS REMAIN THE SAME**