



Premier Office

Department of Information and Digital Technologies

Request for Information

For

Identify Smart Government Partners to transform Bermuda

Request for Information No.: **IDT-2023-002**

Issued: **Monday September 11, 2023**

Submission Deadline: **Monday October 09, 2023 04:00:00 PM Bermuda local time**

1. Introduction

This Request for Information (“RFI”) is issued by the Government of Bermuda (the “Government”) through the Premier Office is requesting information from interested parties for the purposes of gathering information about the marketplace in order to assist in the determination of future purchasing options or requirements. Respondents are asked to respond to the Government and provide the information requested below.

2. RFI Timetable

Issue Date of RFI	Monday September 11, 2023
Pre-Bid / Site Meeting	N/A
Deadline for Questions	Monday September 25, 2023
Deadline for Addenda	Monday October 02, 2023
Submission Deadline	Monday October 09, 2023 04:00:00 PM

All times listed are in Bermuda local time. The RFI timetable is tentative. It may be changed by the Government at any time, and the Government may choose to waive or extend the Deadline for Questions, Deadline for Addenda, and/or the Submission Deadline.

3. Background

3.1 On the Request

This Request for Information (“RFI”) is issued by the Government of Bermuda (the “Government”) through the Premier Office for the purposes of gathering information about the marketplace available resources, business models and technical solutions in order to assist in the determination of a preferred partner, solution and related services. Recipients of the RFI are asked to respond to the Government and provide the information requested below.

The Government is not looking at a short-term relationship to just purchase equipment or software but in establishing an ongoing partnership that could serve them for many years. Both parties would work together in building a Digital Workplace environment in Bermuda that could then be showcased to the World to the benefit of both parties. A cloud-based Platform, Infrastructure and Software as a Service model is of particular interest (PaaS, IaaS & SaaS) or mixture that can gradually replace or interface to all Government's existing applications and digital services through Application Program Interface (API)s. We need a partner to help us both modernize our service catalogue and then develop a cloud operating model that can transform the organization. This will encompass working with us at the strategic, financial and operational levels to refine Government's multiple Digital Reform strategies into one combined Operating Plan to move forward with together.

The essential function of a central, interoperable system is to provide citizens with a single communication platform for the exchange of data and thus the quality and fast delivery of services. To this end, IDT have been charged with providing a solution to digitize the services provided by the 12 front-facing Departments identified in Section 3.3. To achieve this, it is recognized that the backend systems initially require the most work rather than the portal at the front-end. The main initial focus for our chosen partner will be to work with us to come up with an acceptable strategy that partially meets both goals in the near term. The approach will establish interoperability between various IT systems within Government that in turn will support public services provided to citizens and businesses.

3.2 On Bermuda

Bermuda is known worldwide as a high quality offshore financial center. Companies from various industries want to be associated with Bermuda's prestigious reputation, as we have a solid regulatory framework that ensures integrity while allowing companies to operate with flexibility. Bermuda's legal system is based on English common law, ensuring a familiar and reliable framework. Appeals can be made to the Privy Council, the highest judicial body in the UK.

Bermuda offers the option for clients to request special legislation from Parliament for their companies. This flexibility allows for innovative business structures and Bermuda's Electronic Transactions Act puts it at the forefront of nations with laws governing the Internet, making it attractive for e-businesses. While not overly secretive, Bermuda maintains confidentiality regarding sponsors of commercial transactions, except when public interest takes precedence. The close collaboration between industry and the Government allows businesses to achieve their goals quickly. Bermuda has a pool of highly skilled professionals who have been serving the financial community for over 50 years.

This superior level of Offshore regulation places Bermuda at the centre of the World's global economic recovery and digitizing our Government Operation will help Bermuda leverage this opportunity. Despite a population of only 64,000 people, Bermuda has a GDP of \$7 Billion and ranks as the 3rd largest global Re-Insurance market (behind the US & London), according to S&P Global Ratings, Bermuda's share of the global reinsurance market based on net reinsurance premiums written fluctuated between 7% and 9% in the past five years, Bermuda is considered the global leader in captive insurance, with more than 700 captives generating an estimated US\$40 billion in gross written premiums annually. Many large international insurance companies like Chubb and AXA, HSBC bank and the Bacardi's global headquarters are all based in Bermuda. Our Fintech and technical start-up market is now booming with many companies registered here. We are currently in negotiations with many more, including some of the World's largest technology firms and most promising start-ups.

3.3. Examples of Functional Requirements

Note: The examples below are not meant to represent an exhaustive list for any category.

3.3.a THE TWELVE CUSTOMER FACING DEPARTMENTS (in alphabetic order)

1. Cabinet Office
2. Child & Family Service
3. Financial Assistance
4. Health
5. Health Insurance
6. Immigration
7. National Drug Control
8. Parks
9. Social Insurance (Pensions)
10. Transport Control
11. Workforce Development
12. Works & Engineering

3.3.b THE CORE GOVERNMENT APPLICATIONS

1. General Ledger/AR/AP
2. Case Management
3. Licensing
4. Tax
5. Health
6. Education
7. Works & Engineering
8. Transport
9. Planning
10. Police
11. Courts
12. Immigration - Border Control, Passports, etc.
13. Customs
14. Pensions
15. Land Registry
16. Procurement

3.3c STANDARD BUILDING BLOCKS REQUIRED TO ACHIEVE DIGITIZATION

1. Digital – ID
2. ePayment Engine
3. Application Integration software (typically a hub & spoke model)
4. Digital Signature
5. eForm Engine
6. Cloud Operation encompassing some or all of PaaS, IaaS and SaaS.
7. Modern Network infrastructure
8. Common Technical Standards

4. Information Requested

4.1 Public/Private Partnership

To find a Business Partner willing to consider discounted services and shared risks in creating a showcase Government operation in Bermuda to act as a “lighthouse” for other jurisdictions. Please outline any form of Public/Private Partnership that you would consider entering into with the Bermuda Government to both develop and support such an operation.

4.2 Characteristics of the ideal Partner for the Bermuda Government

- These appear in priority based on our current understanding but are subject to change.
- How well do you match the criteria below and what evidence can you provide to support these statements?

- a. **You are a Financially Stable entity** with an extensive customer base and annual turnover. Please describe how your organization can meet this requirement.
- b. **You already Provide components of a "Smart Government" platform** or can develop one either alone or with Partners and you have experience of both Enterprise Architecture and "Open-Data",
- c. **You can provide ongoing Services** encompassing 1st and 2nd Level Operational Support and extensive training to both technical and business operational staff.
- d. **You run a cloud-based operation** offering PaaS, IaaS & SaaS service options in a choice of jurisdictions.
- e. **You provide a robust connectivity methodology** encompassing APIs enabling your systems to integrate with our Legacy Applications enabling a phased adoption of the new platform.
- f. **You maintain compliance to the World's highest Security & Privacy standards:** Compliance to the [Bermuda PIPA privacy legislation](#) will be required, that is largely based on GDPR in the EU. Compliance to NIST security standards is also required.
- g. **You should be able to provide at least one or a combination of the two fulfillment options below:** to meet the front-end services for the twelve customer facing departments and the required upgrades to the underlying core applications listed in Section 5:
 - a. **Off-the-shelf standard Applications:** Application packages of SaaS models in use by other, similar Governments.
 - b. **Development of Digital Building Blocks & Standards** that can then be tailored to meet our exact needs, starting with Open-Source software if applicable. Examples are listed within Section 5.
- h. **You have a strong track record of Past Accomplishments in a similar field** with case studies and references to illustrate that you have already implemented cost effective digital solutions. These will have improved customer service, reduced paper, automated back-office processes, improved both customer and employee satisfaction and be built to evolve, taking advantage of new technologies and meet new business requirements in a timely manner.
- i. **Affordability.** You present the most convincing case that you can not only deliver a high-quality end-product but can do so at an affordable price. This could be achieved by leveraging open-source, latest technology or past work with other clients and a willingness to pass on the savings made. Please include any examples to show how you have saved other clients money in this regard.
- j. **You also provide a suite of standard Office Automation products** including Word Processing, Spreadsheets, Presentations, Collaboration, eMail, Social Media, Document

scanning/storage and Voice over IP. However, these will not be considered a major differentiator in our choice of Partner. If you feel it should be, please make a convincing business case by elaborating on your key advantages over the competition. As we are currently mostly a Microsoft operation, if you are to propose another Office suite it is important to outline the retraining services that you could provide.

- k. **You have plans to leverage Modern Technology:** We are already fairly committed to moving much of our operation to the cloud and do plan to venture into other areas e.g.: Generative A.I., Blockchain, Apps, Internet of Things (IOT), 5G, Wifi6, but again these latter technologies will not be a major differentiator in our choice of Partner. If you feel it should be, please make a convincing business case by elaborating on your key advantages over the competition.

4.3 Partnerships

Please include a reference to any partners you would plan to use in meeting the above requirements, as it is not expected that you'd be able to meet all the detailed requirements above on your own and not leave service gaps, but you are expected to take an overall leadership and programme management role.

4.4 Pricing Options

Please outline your typical initial and ongoing pricing model and give both examples of past discounts to other partner organizations and what profit and initial development cost sharing arrangements you would consider in this partnership.

4.5 Staff Resources

Please outline the types of skill-sets and numbers of resources that you could either dedicate to or make available on an interim basis to such a venture, indicate any gaps in your teams capabilities and where partners or resellers would be involved. Please include past examples and client testimonials to support your claims.

4.6 Your availability to Start

What is the earliest be that you could commence this project, if chosen as our partner.

4.7 The Next Steps we should expect

Please outline your approach to move this initiative forward if you are selected as our partner in this venture.

4.8 Summary

Finally, please finish with a one-page summary of your proposition that differentiates your proposal and makes you the best Partner for the Bermuda Government in this venture.

5. Submission Instructions

Respondents are asked to submit their information and signed Respondent Submission Form by Monday October 09, 2023 04:00:00 PM to the following email address and to the attention of the RFI Contact.

The information submitted must be in the same format as the RFI, responding to each of the earlier 8 numbered points and 11 subsections individually.

Supplementary information can be attached as Annexes or provided in the form of links to information available on-line.

Electronic mail (E-Mail) submissions are accepted at IDTRFI@gov.bm

If documents are larger than ten (10) MB, please send them within a zip file.

In the subject line of the email, please state the RFI title. Please ensure to send a copy of your proposal in MS Word and/or Adobe PDF format.

Respondents should direct any questions on this RFI process to the same RFI Contact.

Submissions should include a completed and signed Respondent Submission Form (Appendix A) that acknowledges, among other things, that this RFI and any respondent submissions will not create a legal relationship or obligation regarding the procurement of any good or service.

The original and all copies of the response shall be typed or written in indelible ink and shall be signed by a person duly authorized to sign on behalf of the respondent. This authorization shall consist of a written authorisation and shall be attached to the Submission Form included in (Appendix A). The name and position held by each person signing the authorization must be typed or printed below the signature. An Electronic Record of Signature will be accepted in the submission only in accordance with the requirements laid out in the *Electronic Transactions Act 1999*. Any interlineation, erasures, or overwriting shall be valid only if they are signed or initialed by the person signing the response.

Respondents downloading this file and intending to respond to this RFI are required to register their interest with the RFI Contact by emailing their company name and contact information to

IDTRFI@gov.bm

prior to the Submission Deadline noted in the RFI timetable above.

Amendment/addenda (if any) will be posted at <https://www.gov.bm/procurement-notices>.

Respondents should visit the Government Portal on a regular basis during the procurement process.

APPENDIX A – RESPONDENT SUBMISSION FORM

1. Respondent Information

<p>Please fill out the following form, naming one person to be the respondent’s contact for the RFI process and for any clarifications or communication that might be necessary.</p> <p>If the company is incorporated and registered, then a Certificate of Incorporation and a Certificate of Incumbency is required and must be submitted with the Respondent Submission Form.</p> <p><u>Declaration of Interest:</u> The respondent shall provide details of its ownership and/or managerial structure upon request from the Government. The respondent shall also provide a statement of whether or not it has any relevant and material interest relevant to the provision of the Goods and Services. Such statement shall be provided at least annually or if there is any change in the interest of the respondent.</p>	
Full Legal Name of Respondent or Personal/Given Name:	
Representative’s Name (Person with Signing Authority) and Title:	
Street Address:	
City, Province/State, Parish:	
Postal Code/Zip Code:	
Country:	
Phone Number with Area Code:	
Respondent’s Social Insurance Number issued by the Government of Bermuda:	
Respondent’s Payroll Tax Number issued by the Government of Bermuda:	
Respondent’s Registration Number issued by the Bermuda Registrar of Companies (if incorporated	
Company Website (if any):	
Respondent Contact Name and Title:	
Respondent Contact Phone:	
Respondent Contact Fax:	
Respondent Contact Email:	

2. Terms of Reference

In responding to this RFI, the respondent acknowledges its acceptance of the following RFI Terms of Reference:

a. Request for Information Not a Formal Competitive Bidding Process

This RFI is issued for information-gathering purposes and is not intended to create legal obligations between the Government and any of the respondents or their representatives. Without limiting the generality of the foregoing, this RFI will not necessarily result in any subsequent negotiations, direct contract award, invitational tendering process or open tendering process, and does not constitute a commitment by the Government to procure any goods or services.

b. RFI Not to Limit the Government's Pre-Existing Rights

This RFI will not limit any of the Government's pre-existing rights. Without limiting the generality of the foregoing, the Government expressly reserves the right, at its discretion, to:

- (i) seek subsequent information or initiate discussions with any potential supplier, including potential suppliers that did not respond to this RFI;
- (ii) initiate direct negotiations for the procurement of any good or service with any potential supplier or suppliers, regardless of whether the potential supplier or suppliers responded to this RFI;
- (iii) contact a limited number of potential suppliers, which may include only those that responded to this RFI or may include potential suppliers that did not respond to this RFI, for the purpose of a competitive process for the procurement of any good or service;
- (iv) elect to proceed by way of open tender call where all potential respondents, including those that did not respond to this RFI, are eligible to compete for the award of a contract for the supply of any good or service; and
- (v) elect not to procure the good or service that is the subject of this RFI.

These expressly reserved rights are in addition to any and all other rights of the Government that existed prior to the issuance of this RFI.

c. Pricing Information for General Information Purposes Only

Any pricing information provided by respondents is for general information purposes and is not intended to be binding on respondents. Any legally binding pricing or purchasing commitments will be established only where specified by the express terms of a subsequent tender call process or where established through the execution of a written agreement.

d. Information in RFI Only an Estimate

The Government and its advisers make no representation, warranty or guarantee as to the accuracy of the information or empirical data contained in the RFI or issued by way of addenda. Any quantities shown or data contained in this RFI, or provided by way of addenda, are estimates provided only as general background information.

e. Parties to Bear Their Own Costs

The Government will not be liable for any expenses incurred by a respondent, including the expenses associated with the cost of preparing responses to this RFI. The parties will bear their own costs associated with or incurred through this RFI process, including any costs arising out of, or incurred in, (i) the preparation and issuance of this RFI; (ii) the preparation and making of a submission; or (iii) any other activities related to this RFI process.

f. Accuracy of Responses

The respondent acknowledges that the information provided is, to the best of its knowledge, complete and accurate.

g. Submissions Will Not Be Returned

Except where set out to the contrary in this RFI or expressly requested in the respondent's submission, the submission and any accompanying documentation provided by a respondent will not be returned.

h. Confidential Information of the Government

All information provided by or obtained from the Government in any form in connection with this RFI either before or after the issuance of this RFI (i) is the sole property of the Government and must be treated as confidential; (ii) is not to be used for any purpose other than replying to this RFI; (iii) must not be disclosed without prior written authorization from the Government; and (iv) must be returned by the respondent to the Government immediately upon the request of the Government.

The respondent may not at any time directly or indirectly communicate with the media in relation to this RFI without first obtaining the written permission of the Government.

i. Disclosure of Information

The respondent consents to the Government's collection of information as contemplated under the RFI for the uses contemplated under the RFI. Respondents should not include information in their response that is proprietary or confidential. Information provided by a respondent may be released in accordance with governing laws. To the extent that a respondent does include confidential or proprietary information, the respondent should identify any information in its submission or any accompanying documentation supplied in confidence for which confidentiality is to be maintained by the Government. The confidentiality of such information will be maintained by the Government, except where the Public Access to Information Act 2010 or where an order by a tribunal or court requires the Government to do otherwise. The respondent consents to the disclosure, on a confidential basis, of this submission by the Government to advisers retained by the Government for the purpose of reviewing this submission.

The respondent acknowledges that the Government may make public the name of any and all respondents.

j. Governing Law

This RFI process will be governed by and construed in accordance with the laws of Bermuda applicable therein.

Signature of Witness

Signature of Respondent Representative

Name of Witness

Name of Respondent Representative

Title of Respondent Representative

Date

SAMPLE CERTIFICATE OF INCUMBENCY

The undersigned being the Secretary of the company as named below (the "Company"), a company duly organised and existing under the laws of the Islands of Bermuda and having its registered office as set out below **DO HEREBY CERTIFY** that the following is a true and correct listing of the Directors and Officers of the Company in full force and effect as of the date hereof.

DIRECTORS

List

ALTERNATE DIRECTORS

List

OFFICERS

List

IN WITNESS WHEREOF I have hereunto set my signature in accordance with the By-Laws of the Company.

Company Name:

Date:

Secretary/Director