

Cabinet Office and Digital Innovation

Bermuda Post Office

Request for Proposals

For

Logistics and Package Consolidation Service

Request for Proposals No.: **BPO2026-01**

Issued: **Wednesday October 14, 2026**

Submission Deadline**: Friday December 04, 2026 01:00:00 PM Bermuda Local Time**

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PART 1 – INVITATION AND SUBMISSION INSTRUCTIONS

1.1 Invitation to Proponents

This Request for Proposals (the "RFP") is an invitation by the Government of Bermuda (the "Government") to prospective proponents to submit proposals for **Logistics and Package Consolidation Service** as further described in Section A of the RFP Particulars (Appendix D) (the "Deliverables").

The Bermuda Post Office (BPO) is looking for a logistics and digitized service partner to provide a secure, non-exclusive, e-commerce, package-receiving, consolidation and mail forwarding service. The service shall include a BPO-branded customer online platform; secure overseas warehouse facilities; package receipt, inspection, notification, repacking, relabeling and scheduled air or ocean dispatch to Bermuda. The service provider shall also include a customer service team; facilitated merchant returns and the management of restricted, dangerous, abandoned or undeliverable goods; end-to-end shipment with track-and-trace, online payments functionality with accurate advance electronic data transfer, customer and shipping manifests and supporting documentation to facilitate pre-arrival clearance and operational dashboards.

The successful service provider shall be able to proivide the required service objectives, in addition to a revenue share model, financial reporting and operational feasibility to ensure long-term sustainability in a changing and competitive postal industry.

BPO branding, domain name and all customer, shipment, operational, financial, customs, and related data remain the property of the Bermuda Post Office (BPO) and Government, with local final mile options.

1.2 RFP Contact

For the purposes of this procurement process, the "RFP Contact" will be:

PostOfficeRFP@gov.bm

Proponents and their representatives are not permitted to contact any employees, officers, agents, elected or appointed officials or other representatives of the Government, other than the RFP Contact, concerning matters regarding this RFP. Failure to adhere to this rule may result in the disqualification of the proponent and the rejection of the proponent's proposal.

Prior to the Submission Deadline noted in the RFP timetable below, proponents that download this file and intend to respond to this RFP are required to register their interest with the RFP contact by emailing their company name and contact information to

PostOfficeRFP@gov.bm

.

Amendment/addenda (if any) will be posted at https://www.gov.bm/procurement-notices. Proponents should visit the Government Portal on a regular basis during the procurement process.

1.3 Type of Contract for Deliverables

The selected proponent will be requested to enter into direct contract negotiations to finalize an agreement with the Government for the provision of the Deliverables. The terms and conditions found in the Form of Agreement (Appendix A) are to form the basis for commencing negotiations between the Government and the selected proponent. It is the Government's intention to enter into an agreement with only one (1) legal entity.

The term of the agreement is to be for a period of 3 years, with an option in favour of the Government to extend the agreement terms and conditions acceptable to the Government and the selected proponent for an additional term of up to 2 years. An Agreement is subject to change until fully executed.

Joint submissions are acceptable however, if a joint submission is made, the submission must clearly indicate which party will act as the prime contractor.

1.4 RFP Timetable

1.4.1 Key Dates

Issue Date of RFP	Wednesday October 14, 2026
Pre-Bid / Site Meeting	
Deadline for Questions	Friday November 06, 2026
Deadline for Issuing Addenda	Wednesday November 11, 2026
Submission Deadline	Friday December 04, 2026 01:00:00 PM
Rectification Period	5 business days
Anticipated Ranking of Proponents	Wednesday December 09, 2026
Contract Negotiation Period	14 calendar days
Anticipated Execution of Agreement	Monday April 05, 2027

All times listed are Bermuda local time. The RFP timetable is tentative only and may be changed by the Government at any time. For greater clarity, business days means all days that the Government is open for business.

1.4.2 Site Visit / Pre-Bid Meeting

No Pre-Bid Conference or site visit
There is no pre-bid conference or site visit for this project.

1.5 Submission of Proposals

1.5.1 Proposals to be Submitted at Prescribed Location

Proposals must be submitted to:

Electronic mail (E-Mail) submissions are accepted at (PostOfficeRFP@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 RFP title. Please ensure to send a copy of your proposal in MS Word and/or Adobe PDF format.

1.5.2 Proposals to be Submitted on Time

Proposals must be submitted at the location set out above on or before the Submission Deadline. Proposals submitted after the deadline will be rejected.

1.5.3 Proposals to be Submitted in Prescribed Format

Proponents shall submit at minimum 0 original signed hard copies of their proposal or one (1) electronic copy (e-copy) in Microsoft Word or Adobe PDF format. If both a hard copy and an e-copy of the proposal are submitted and there is a conflict or inconsistency between the hard copy and the e-copy of the proposal, the hard copy of the proposal will prevail.

The original and all copies of the proposal shall be typed or written in indelible ink and shall be signed by a person duly authorized to sign on behalf of the Proponent. This authorization shall consist of a written authorization and shall be attached to the Submission Form included in (Appendix B). 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 proposal.

Proposals should be submitted in a sealed package and prominently marked with the RFP title and number (see RFP cover) and do not be opened until Friday December 04, 2026 01:00:00 PM. The full legal name and return address of the proponent should be marked on the package as well.

1.5.4 Amendment of Proposals

Proponents may amend their proposals prior to the Submission Deadline by submitting the amendment in a sealed package prominently marked with the RFP title and number and the full legal name and return address of the proponent to the location set out above. Any amendment should clearly indicate which part of the proposal the amendment is intended to amend or replace.

1.5.5 Withdrawal of Proposals

At any time throughout the RFP process until the execution of a written agreement for the provision of the Deliverables, a proponent may withdraw a submitted proposal. To withdraw a proposal, a notice of withdrawal must be sent to the RFP Contact and must be signed by an authorized representative of the proponent. The Government is under no obligation to return withdrawn proposals.

[End of Part 1]

PART 2 – EVALUATION, NEGOTIATION AND AWARD

2.1 Stages of Evaluation and Negotiation

The Government will conduct the evaluation of proposals and negotiations in the following stages:

2.2 Stage I – Mandatory Submission Requirements

Stage I will consist of a review to determine which proposals comply with all of the mandatory submission requirements. If a proposal fails to satisfy all of the mandatory submission requirements, the Government will issue the proponent a rectification notice identifying the deficiencies and providing the proponent an opportunity to rectify the deficiencies. If the proponent fails to satisfy the mandatory submission requirements within the Rectification Period, its proposal will be rejected. The Rectification Period will begin to run from the date and time that the Government issues a rectification notice to the proponent. The mandatory submission requirements are set out in Section C of the RFP Particulars (Appendix D).

2.3 Stage II – Evaluation

Stage II will consist of the following two sub-stages:

2.3.1 Mandatory Technical Requirements

The Government will review the proposals to determine whether the mandatory technical requirements, as set out in Section D of the RFP Particulars (Appendix D), have been met. Questions or queries on the part of the Government as to whether a proposal has met the mandatory technical requirements will be subject to the verification and clarification process set out in Part 3.

2.3.2 Rated Criteria

The Government will evaluate each qualified proposal on the basis of the non-price rated criteria as set out in Section F of the RFP Particulars (Appendix D).

2.4 Stage III – Pricing

Stage III will consist of a scoring of the submitted pricing of each qualified proposal in accordance with the price evaluation method set out in Pricing (Appendix C). The evaluation of the price will be undertaken after the evaluation of mandatory requirements, and rated criteria has been completed.

2.5 Stage IV – Ranking and Contract Negotiations

2.5.1 Ranking of Proponents

After the completion of Stage III, all scores from Stage II and Stage III will be added together, and the proponents will be ranked based on their total scores. The top-ranked proponent will receive a written invitation to enter into direct contract negotiations to finalize the agreement with the Government. In the event of a tie, the selected proponent will be the proponent selected by way of the lowest price.

2.5.2 Contract Negotiation Process

Any negotiations will be subject to the process rules contained in the Terms and Conditions of the RFP Process (Part 3) and will not constitute a legally binding offer to enter into a contract on the part of the Government or the proponent and there will be no legally binding relationship created with any proponent prior to the execution of a written agreement. The terms and conditions found in the Form of Agreement (Appendix A) intended to provide the proponent advance notice of some of the key contractual provisions including indemnities, limitation of liabilities, service requirements, etc. that would be contained in the form of contract and are to form the basis for commencing negotiations between the Government and the selected proponent. Negotiations may include requests by the Government for supplementary information from the proponent to verify, clarify or supplement the information provided in its proposal or to confirm the conclusions reached in the evaluation, and may include requests by the Government for improved pricing or performance terms from the proponent.

2.5.3 Time Period for Negotiations

The Government intends to conclude negotiations and finalize the agreement with the top-ranked proponent during the Contract Negotiation Period, commencing from the date the Government invites the top-ranked proponent to enter negotiations. A proponent invited to enter into direct contract negotiations should therefore be prepared to satisfy the pre-conditions of award listed in Section E of the RFP Particulars (Appendix D), provide requested information in a timely fashion and conduct its negotiations expeditiously.

2.5.4 Failure to Enter into Agreement

If the pre-conditions of award listed in Section E of the RFP Particulars (Appendix D) are not satisfied or if the parties cannot conclude negotiations and finalize the agreement for the Deliverables within the Contract Negotiation Period, the Government may discontinue negotiations with the top-ranked proponent and may invite the next-best-ranked proponent to enter into negotiations. This process will continue until an agreement is finalized, until there are no more proponents remaining that are eligible for negotiations or until the Government elects to cancel the RFP process.

2.5.5 Notification of Negotiation Status

Other proponents that may become eligible for contract negotiations may be notified at the commencement of the negotiation process with the top-ranked proponent.

[End of Part 2]

PART 3 – TERMS AND CONDITIONS OF THE RFP PROCESS

3.1 General Information and Instructions

3.1.1 Proponents to Follow Instructions

Proponents should structure their proposals in accordance with the instructions in this RFP. Where information is requested in this RFP, any response made in a proposal should reference the applicable section numbers of this RFP.

3.1.2 Proposals in English

All proposals must be written in the English language only.

3.1.3 No Incorporation by Reference

The entire content of the proponent's proposal should be submitted in a fixed form, and the content of websites or other external documents referred to in the proponent's proposal but not attached will not be considered to form part of its proposal.

3.1.4 References and Past Performance

In the evaluation process, the Government may include information provided by the proponent's referees and may also consider the proponent's past performance or conduct on previous contracts with the Government or other institutions.

3.1.5 Information in RFP 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 this RFP or issued by way of addenda. Any quantities shown or data contained in this RFP or provided by way of addenda are estimates only, and are for the sole purpose of indicating to proponents the general scale and scope of the Deliverables. It is the proponent's responsibility to obtain all the information necessary to prepare a proposal in response to this RFP.

3.1.6 Proponents to Bear Their Own Costs

The proponent will bear all costs associated with or incurred in the preparation and presentation of its proposal, including, if applicable, costs incurred for interviews, travel or demonstrations.

3.1.7 Proposal to be Retained by the Government

The Government will not return the proposal or any accompanying documentation submitted by a proponent.

3.1.8 No Guarantee of Volume of Work or Exclusivity of Contract

The Government makes no guarantee of the value or volume of work to be assigned to the successful proponent. The agreement to be negotiated with the selected proponent will not be an exclusive contract for the provision of the described Deliverables. The Government may contract

with others for goods and services the same as or similar to the Deliverables or may obtain such goods and services internally.

3.1.9 Equivalency

When proprietary names, brands, catalogues or reference numbers are specified in the Deliverables, they are intended to set a minimum standard, and preference for any particular material or equipment is not intended. The proponent may offer material or equipment of similar characteristics, type, quality, appearance, finish, method of construction and performance and if doing so must disclose any difference in the characteristics, type, quality, appearance, finish, method of construction or performance of the material or equipment.

3.2 Communication after Issuance of RFP

3.2.1 Proponents to Review RFP

Proponents should promptly examine all of the documents comprising this RFP, and may direct questions or seek additional information in writing by email to the RFP Contact on or before the Deadline for Questions. No such communications are to be directed to anyone other than the RFP Contact. The Government is under no obligation to provide additional information, and the Government is not responsible for any information provided by or obtained from any source other than the RFP Contact. It is the responsibility of the proponent to seek clarification from the RFP Contact on any matter it considers to be unclear. The Government is not responsible for any misunderstanding on the part of the proponent concerning this RFP or its process.

3.2.2 All New Information to Proponents by Way of Addenda

This RFP may be amended only by addendum in accordance with this section. If the Government, for any reason, determines that it is necessary to provide additional information relating to this RFP, such information will be communicated to all proponents by addendum. All addenda will be published online at https://www.gov.bm/procurement-notices. Each addendum forms an integral part of this RFP and may contain important information, including significant changes to this RFP. Proponents are responsible for obtaining all addenda issued by the Government. In the Submission Form (Appendix B), proponents must confirm their receipt of all addenda by setting out the number of each addendum in the space provided.

3.2.3 Post-Deadline Addenda and Extension of Submission Deadline

If the Government determines that it is necessary to issue an addendum after the Deadline for Issuing Addenda, the Government may extend the Submission Deadline.

3.2.4 Verify, Clarify and Supplement

When evaluating proposals, the Government may request further information from the proponent or third parties in order to verify, clarify or supplement the information provided in the proponent's proposal. The information may include, without limitation, clarification with respect to whether a proposal meets the mandatory technical requirements set out in Section D of the RFP Particulars (Appendix D). The Government may revisit, re-evaluate and rescore the proponent's response or ranking on the basis of any such information.

3.3 Notification and Debriefing

3.3.1 Notification to Other Proponents

Once the Agreement is executed by the Government and a proponent, the other proponents may be notified directly in writing of the outcome of the procurement process.

3.3.2 Debriefing

Proponents may request a debriefing after receipt of a notification of the outcome of the procurement process. All requests must be in writing to the RFP Contact and must be made within sixty (60) days of such notification.

3.3.3 Procurement Protest Procedure

If a proponent wishes to challenge the RFP process, it should provide written notice to the RFP Contact in accordance with the Government's Complaints and Disputes procedures. The notice must provide a detailed explanation of the proponent's concern with the procurement process or its outcome.

3.4 Conflict of Interest and Prohibited Conduct

3.4.1 Conflict of Interest

For the purposes of this RFP, the term "Conflict of Interest" includes, but is not limited to, any situation or circumstance where:

(a) in relation to the RFP process, the proponent has an unfair advantage or engages in conduct, directly or indirectly, that may give it an unfair advantage, including but not limited to (i) having, or having access to, confidential information of the Government in the preparation of its proposal that is not available to other proponents, (ii) communicating with any person with a view to influencing preferred treatment in the RFP process (including but not limited to the lobbying of decision makers involved in the RFP process), or (iii) engaging in conduct that compromises, or could be seen to compromise, the integrity of the open and competitive RFP process or render that process non-competitive or unfair; or

(b) in relation to the performance of its contractual obligations under a contract for the Deliverables, the proponent's other commitments, relationships or financial interests (i) could, or could be seen to, exercise an improper influence over the objective, unbiased and impartial exercise of its independent judgement, or (ii) could, or could be seen to, compromise, impair or be incompatible with the effective performance of its contractual obligations.

3.4.2 Disqualification for Conflict of Interest

The Government may disqualify a proponent for any conduct, situation or circumstances, determined by the Government, in its sole and absolute discretion, to constitute a Conflict of Interest as defined above.

3.4.3 Disqualification for Prohibited Conduct

The Government may disqualify a proponent, rescind an invitation to negotiate or terminate a contract subsequently entered into if the Government determines that the proponent has engaged in any conduct prohibited by this RFP.

3.4.4 Prohibited Proponent Communications

Proponents must not engage in any communications that could constitute a Conflict of Interest and should take note of the Conflict of Interest declaration set out in the Submission Form (Appendix B).

3.4.5 Proponent Not to Communicate with Media

Proponents must not at any time directly or indirectly communicate with the media in relation to this RFP or any agreement entered into pursuant to this RFP without first obtaining the written permission of the RFP Contact.

3.4.6 No Lobbying

Proponents shall not in relation to this RFP or the evaluation and selection process, engage directly or indirectly in any form of political action or other activity whatsoever to influence or attempt to influence Parliament, the Government, or to influence or attempt to influence any legislative or regulatory action, in the selection or evaluation of any proponent.

3.4.7 Illegal or Unethical Conduct

The proponent represents, warrants, and covenants that, in connection with activities performed under this Agreement or on behalf of the Government, the proponent has not and will not offer, promise, authorise, pay, or act in furtherance of an offer, promise, authorization, or payment of anything of value, directly or indirectly, to a Government Official (as hereinafter defined), political party or party official, candidate for political office, or official of a public international organisation, in order to obtain or retain business, to secure an improper advantage or benefit of any kind or nature to person(s) related, associated or linked to the Government Official, or to secure or influence discretionary action, inaction or a decision of a Government Official(s). For purposes of this proposal, the term “Government Official” shall mean and include any official, public officer or employee of the Government, as well as an official or employee in the judicial, legislative, or military, anyone acting in an official capacity for the Government, or any immediate family member of such persons. The proponent represents, warrants, and covenants that it has complied and will comply with *The Bribery Act 2016* and all other applicable laws of any relevant jurisdiction in connection with the performance of this Agreement. Without limiting the generality of the foregoing, the proponent represents, warrants, and covenants that it has not and will not take any action that would cause the Government or anyone acting on their behalf to violate or be subjected to penalties under *The Bribery Act 2016*, or the applicable anti-corruption laws of other countries.

The proponent acknowledges and agrees that in the event that the Government believes, in good faith, that the proponent has breached this section, the Government shall have the right to immediately withdraw and terminate this opportunity and terminate any or all other agreements with the proponent.

3.4.8 Past Performance or Past Conduct

The Government may prohibit a supplier from participating in a procurement process based on past performance or based on inappropriate conduct in a prior procurement process, including but not limited to the following:

(a) illegal or unethical conduct as described above;

(b) the refusal of the supplier to honour its submitted pricing or other commitments; or

(c) any conduct, situation or circumstance determined by the Government, in its sole and absolute discretion, to have constituted an undisclosed Conflict of Interest.

3.4.9 No Collusion

Proponents must not engage in any collusion and must sign the certificate as set out in the Certificate of Confirmation of Non-Collusion (Appendix E).

3.5 Confidential Information

3.5.1 Confidential Information of the Government

All information provided by or obtained from the Government in any form in connection with this RFP either before or after the issuance of this RFP

(a) is the sole property of the Government and must be treated as confidential;

(b) is not to be used for any purpose other than replying to this RFP and the performance of any subsequent contract for the Deliverables;

(c) must not be disclosed without prior written authorization from the Government; and

(d) must be returned by the proponent to the Government immediately upon the request of the Government.

3.5.2 Confidential Information of Proponent

(a) A proponent should identify any information in its proposal 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 as otherwise required by the Public Access to Information Act 2010 or by order of a court or tribunal.

(b) Proponents are advised that their proposals will, as necessary, be disclosed, on a confidential basis, to advisers retained by the Government to advise or assist with the RFP process, including the evaluation of proposals. If a proponent has any questions about the collection and use of personal information pursuant to this RFP, questions are to be submitted to the RFP Contact.

(c) The Proponent is responsible to ensure that they comply with the *Personal Information Protection Act 2016 ("*PIPA*"),* related to any information in the proponent's custody, care or control.

3.6 Procurement Process Non-Binding

3.6.1 No Process Contract and No Claims

This RFP is a request for proposals only and participation in this RFP is not intended to create legal obligations between the Government and any of the proponents or their representatives. For greater certainty and without limitation:

(a) Participation in this RFP will not give rise to any preliminary contract or collateral contract;
(b) No proponent shall have any claim for any compensation of any kind whatsoever (whether in contract, tort, law, equity or otherwise), as a result of participating in this RFP, and by submitting a proposal each proponent shall be deemed to have agreed that it has no claim against the Government;
(c) The decision to award or not to award a contract to any proponent is at the discretion of the Government. The Government shall have no liability to any proponent with respect to the awarding of a contract or the failure to award a contract to any proponent. Proponents acknowledge that the proponent that submits the proposal with the lowest price might not be awarded a contract.

3.6.2 No Contract until Execution of Written Agreement

This RFP process is intended to identify prospective suppliers for the purposes of negotiating potential agreements. No legal relationship or obligation regarding the procurement of any good or service will be created between the proponent and the Government by this RFP process until the successful negotiation and execution of a written agreement for the acquisition of such goods and/or services.

3.6.3 Non-Binding Price Estimates

While the pricing information provided in proposals will be non-binding prior to the execution of a written agreement, such information will be assessed during the evaluation of the proposals and the ranking of the proponents. Any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact any such evaluation or ranking or the decision of the Government to enter into an agreement for the Deliverables.

3.6.4 Cancellation

The Government may cancel or amend the RFP process without liability at any time. Cancellation may occur, for example, if:

(a) no qualitatively or financially worthwhile offer has been received or there has been no valid response at all;
(b) the economic or technical parameters of the project have changed fundamentally;
(c) exceptional circumstances or force majeure render normal implementation of the project impossible;
(d) all offers exceed the financial resources available, or are otherwise inconsistent with the principles of economy, efficiency and effectiveness; or
(e) irregularities require cancellation in the interest of fairness.

The publication of a procurement notice does not commit the Government to implement the programme or project announced.

3.7 Governing Law and Interpretation

These Terms and Conditions of the RFP Process (Part 3):

(f) are intended to be interpreted broadly and independently (with no particular provision intended to limit the scope of any other provision);
(g) are non-exhaustive and will not be construed as intending to limit the pre-existing rights of the parties to engage in pre-contractual discussions in accordance with the common law governing direct commercial negotiations; and
(h) are to be governed by and construed in accordance with the laws of Bermuda applicable therein.

[End of Part 3]

APPENDIX A - FORM OF AGREEMENT

The terms and conditions found in the Form of Agreement (Appendix A) are intended to provide advance notice of some of the key contractual provisions of the Agreement, including indemnities, limitation of liabilities, service requirements, etc. that form the basis for commencing Agreement between the Government and the selected proponent.

See Annex A - Service Agreement

APPENDIX B – SUBMISSION FORM

1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the RFP process and for any clarifications or communication that might be necessary. 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 Submission Form. **Declaration of Interest:** The proponent shall provide details of its ownership and/or managerial structure upon request from the Government. The proponent 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 proponent.	
Full Legal Name of Proponent or Personal/Given Name:	
Representative Name (Person with Signing Authority) / Title:	
Any Other Relevant Name under which Proponent Carries on Business:	
Street Address:	
City, Province/State:	
Country:	
Postal Code:	
Phone Number:	
Proponent's Social Insurance Number issued by the Government of Bermuda:	
Proponent's Tax Payroll Number issued by the Government of Bermuda:	
Proponent's Registration Number issued by the Bermuda Registrar of Companies (if incorporated):	
Company Website (if any):	
Proponent Contact Name and Title:	
Proponent Contact Phone:	
Proponent Contact Fax:	
Proponent Contact Email:	

2. Acknowledgment of Non-Binding Procurement Process

The proponent acknowledges that the RFP process will be governed by the terms and conditions of the RFP, and that, among other things, such terms and conditions confirm that this procurement process does not constitute a formal, legally binding bidding process (and for greater certainty, does not give rise to a Process Contract bidding process), and that no legal relationship or obligation regarding the procurement of any good or service will be created between the Government and the proponent unless and until the Government and the proponent execute a written agreement for the Deliverables.

3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.

4. Non-Binding Pricing

The proponent has submitted its pricing in accordance with the instructions in the RFP and in Pricing (Appendix C) in particular. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

5. Addenda

The proponent is requested to confirm that it has received all addenda by listing the addenda numbers, _____to _____ (if applicable) issued by the Government, or if no addenda were issued by the Government write the word “None”. The onus is on proponents to make any necessary amendments to their proposals based on the addenda. The proponent confirms it has read, received and complied with these addenda. Proponents who fail to complete this section will be deemed to have received all posted addenda.

6. No Prohibited Conduct

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

7. Conflict of Interest

Proponents must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; **AND** (b) were employees of the Government within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the RFP.

Otherwise, if the statement below applies, check the box.

- ❑ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the RFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

_____

_____

_____

_____

8. Disclosure of Information

Any information collected or used by or on behalf of the Government under this solicitation document is subject to the Public Access to Information Act 2010 ("Act"). The information belongs to a class of information that might be made available to the general public unless it is contained in a record that is exempt from disclosure under the Act. Any questions regarding the collection, use, or disclosure of the information should be directed to the public authority that issued this solicitation document.

_____	_____
Signature of Witness	Signature of Proponent Representative
_____	_____
Name of Witness	Name of Proponent Representative
	_____
	Title of Proponent Representative
	_____
	Date
	I have the authority to bind the proponent.

End of Appendix B

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 it's 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	ALTERNATE DIRECTORS
List	List

OFFICERS

List

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

Company Name: ……..

Date: ……..

_____

Secretary/Director

APPENDIX C – PRICING

1. Instructions on How to Provide Pricing

(a) Proponents should provide the information requested under section 3 below ("Required Pricing Information") by reproducing and completing the table below in their proposals, or, if there is no table below, by completing the attached form and including it in their proposals.

(b) Pricing must be provided in Bermuda funds, inclusive of all applicable duties and taxes, which should be itemized separately.

(c) Pricing quoted by the proponent must be all-inclusive and must include all labour and material costs, all travel and carriage costs, all insurance costs, all costs of delivery, all costs of installation and set-up, including any pre-delivery inspection charges, and all other overhead, including any fees or other charges required by law.

2. Evaluation of Pricing

Pricing is worth 15 percent of the total score.

Pricing will be scored based on the formula below. Each respondent will receive points of the total possible points allocated to price for the particular category it has bid on, which will be calculated by the following formula.

2.1 Two-Pronged Financial Evaluation Formula

Pricing proposals will be scored out of a maximum of 30 Points based on a balanced Composite Financial Index (CFI). This index evaluates both the affordability of the retail shipping rates offered to Bermuda residents and the revenue yield returned to the BPO.

- Part 1: Public Affordability Score (Weighted at 10 Points)
- Part 2: BPO Revenue-Share Yield Score (Weighted at 10 Points)
- Part 3: Financial Stability and no Government debt (Weighted at 10 Points)

Part 1 Evaluation: Public Affordability (10 Points)

BPO will run each vendor's proposed shipping rates across multiple hub locations (in presented) against the standardized BPO Pricing Matrix and anticipated mail volumes.

- The bidder offering the more affordable costs for the Bermuda public across their proposed network will receive the maximum 5 points, 4 = next most affordable bid, until 0 least affordable.

Part 2 Evaluation: BPO Revenue-Share Yield (10 Points)

BPO will calculate the total monthly royalty or concession revenue that each bidder's proposal would generate for the Post Office.

- The bidder offering the highest or most advantageous projected monthly royalty payout to BPO will receive the maximum 5 points, 4 = next most advantageous bid, until 0 least advantegeous bid.

Treatment of Multiple Hub Locations

If a bidder proposes multiple geographic hub locations, BPO will evaluate and score each facility independently.

- Bidders must submit separate pricing and royalty schedules for each location per BPO Pricing Matrix.

- BPO reserves the right to make an Award to one vendor for all global hubs, or a Split Region Award (e.g., awarding the US East Coast hub to Vendor A and the UK hub to Vendor B) depending on which configuration yields the highest combined composite score for the country.

Rejection of Unbalanced Pricing

BPO reserves the right to reject any proposal deemed to contain unbalanced pricing.

For example, if a bidder submits an unsustainably high royalty percentage to BPO (to game Part 2 of the score) but compensates by locking in exorbitant retail shipping rates for the Bermuda public (failing Part 1), the bid will be declared non-responsive and disqualified from the competition.

Part 3 Financial Stability and no Government debt (10 Points)

2.2 The respondent is in a stable financial position

Following financial checks, i.e., checking a bank reference, the following scores should be awarded. 5 = all financial checks sound, 3 = minor financial concerns, 1 = major financial concerns, 0 = no evidence provided / evidence of severe financial instability.

2.3 The respondent has no outstanding Government debt.

Following financial checks with Social Insurance, the Accountant General's Department's Debt Collection Section, and the Tax Commissioner, the following scores should be awarded: 5 = all financial checks sound, 3 = minor financial concerns, 1 = major financial concerns, 0 = no evidence provided / evidence of severe financial instability.

In addition to any rectification processes, or rights to verify, clarify and supplement,

(a) The Government will examine the responses to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed, and whether the bids are generally in order.

(b) Arithmetical errors will be rectified on the following basis:

(i) Where there is a discrepancy between the unit price and the total price that is obtained by multiplying the unit price and quantity, the unit price shall prevail and the total price shall be corrected. If the Proponent does not accept the correction of errors, its Bid will be rejected. If there is a discrepancy between words and figures the amount in words will prevail;

(ii) Where there is a discrepancy between the amounts in figures and in words, the amounts in words will govern; and

(iii) Where there is a discrepancy between the individual lump sums and the total amounts derived for the sum of the individual lump sum, the individual lump sum as quoted will govern, and the total amount will be corrected.

3. Required Pricing Information

See Annex B - BPO Pricing Matrix

APPENDIX D – RFP PARTICULARS

A. THE DELIVERABLES

Provide Bermuda residents with a pre-paid international package consolidation and transportation service from a physical address in the US, UK, China and other service and transport lanes at an affordable price.

The selected service provider shall provide registered Bermuda customers with a secure, unique overseas delivery addresses in the United States, or the United Kingdom and China, etc. The service must receive, identify, inspect, store and prepare customer purchases for consolidation, customer pays for transport to Bermuda online and supported by clear operating procedures, customer notifications, address-management controls and reliable warehouse capacity in every approved origin market from contract commencement.

Upon arrival in Bermuda, the BPO will provide last mile processing and delivery services.

Key components of this service include, but not limited to:

a) customer facing online portal for account registration and shipment management

b) overseas receiving address and warehouse operations

c) package receiving, storage, consolidation, and shipment processing

d) international transportation and logistics services

e) transmission of customs and shipment data required for Bermuda customs and post office operations

f) operational reporting, customer reporting and financial reporting

g) administrative tools for Bermuda Post Office staff to help manage and support customer accounts

h) secure exchange of shipment, invoice, and customs information with Bermuda Post Office systems.

i) Provide international predictable shipping pricing matrix through package consolidation and repacking.

The service provider shall provide a transparent, predictable international shipping price matrix covering each origin, weight band, package size, service level, surcharge and optional service. Pricing must demonstrate savings achieved through consolidation and repacking, explain dimensional-weight calculations, identify excluded charges, and allow customers to estimate total shipping costs before dispatch, with no undisclosed fees or unexplained post-shipment adjustments under operating conditions, with relevance to international tariffs and related restrictions.

j) Enable end-to-end package visibility; transmit invoices, manifests and shipment data prior to Bermuda operational and customs pre-clearance.

The service provider shall provide continuous end-to-end visibility from warehouse receipt through consolidation, export, arrival, Customs clearance and final delivery or collection. Customers and BPO staff must receive timely status updates and exception alerts. Invoices, electronic manifests and accurate shipment data must be captured, validated and transmitted sufficiently early to support BPO processing, risk assessment and Bermuda Customs pre-clearance before arrival.

k) Develop data transmission cloud-based system, track and trace and operational systems, while protecting customer information.

The solution shall integrate securely a cloud-based system with BPO's technical infrastructure, payment platform, track-and-trace tools and operational systems using documented, standards-based interfaces. It must support accurate data exchange, transaction reconciliation, customer notifications, reporting and audit trails. The bidder must apply strong access controls, encryption, monitoring, vulnerability management, incident response, privacy safeguards and testing to protect customer information and Government systems throughout the contract.

l) Support service continuity during disasters, airlift interruptions, cyber incidents and other emergencies.

The service provider shall maintain tested business continuity, disaster recovery and cyber incident response arrangements capable of sustaining or promptly restoring critical services. The proposal must identify alternate warehouses, carriers, routes, communication channels and manual procedures; establish recovery targets, backup arrangements and escalation responsibilities; provide exercises and evidence; and ensure customers and BPO receive updates during hurricanes, airlift disruptions and other emergencies.

B. MATERIAL DISCLOSURES

Provide Bermuda residents with a pre-paid international package consolidation and transportation service from a physical address in the US, UK, China and other service and transport lanes at an affordable price.

The service provide shall be able to work within BPO's current digital infrastructure and provide a cloud-based solution within internationally accepted IT and data protection guidelines. Responsibility and identifying activities include transmission of secure FTP data, customer service excellence and timely transportation resolution to Bermuda and BPO local solutions to ensure customer satisfaction in service provided.

Requirements will also consider the following service levels communicated:

Package logged after warehouse receipt: 95% within 8 hours; 100% within 24 hours

Customer receipt notification: Within 2 hours after package is logged and photographed

Dispatch after completed shipping request: Within 1 business day

Electronic manifest and invoices: Before shipment departure or on shipment day

Portal availability: At least 99.9% monthly

Critical incident response: Within 60 minutes

Critical incident restoration/workaround: Within 6 hours

Major incident response: Within 3 hours

Major incident resolution: Within one business day

Routine customer enquiry: Acknowledged within 4 business hours

Claims acknowledgment: Within two business days

Claims resolution: Normally within 15 business days

Reconciliation and revenue report: Within 10 business days after month-end

Planned maintenance notice: At least 5 business days

Data-breach notification to BPO: Immediately, and no later than 5 hours

C. MANDATORY SUBMISSION REQUIREMENTS

1. Submission Form (Appendix B)

Each proposal must include a Submission Form (Appendix B) completed and signed by an authorized representative of the proponent.

2. Pricing (Appendix C)

Each proposal must include pricing information that complies with the instructions contained in Pricing (Appendix C).

3. Certificate of Confirmation of Non-Collusion (Appendix E)

Each proposal must include a Certificate of Confirmation of Non-Collusion Form (Appendix E) completed and signed by an authorized representative of the Proponent.

4. Company Certificate of Incorporation

A signed copy of the Certificate of Incorporation must be included for proponents that are companies/corporations.

5. Other Mandatory Submission Requirements

Uniform Review Standards

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below. Proposals shall be inclusive of all required information or proposal requirements, (excluding letter of transmittal, resumes, title page(s), and index/table of contents, attachments or dividers). Information in excess of those allowed will not be evaluated/scored.

One page shall be interpreted as one side of single lined, typed, 8 1/2" X 11", piece of paper.

1. Title Page

Show the RFP number and subject, the name of your firm, address, telephone number(s), name of a contact person, and date.

2. Table of Contents

Clearly identify the materials by section and page number.

3 Letter of Transmittal (Limited to two (2) pages).

3.1 Briefly state an overview of your firm and the firm's understanding of the services to be performed and make a positive commitment to provide the services as specified. State your approach to the project with a timeline and deliverables.

3.2 Give the name(s) of the person(s) who are authorized to make representations for your firm, their titles, address, and telephone numbers.

3.3 The letter must be signed by a corporate officer or other individuals who have the authority to bind the firm.

Experience

1) Detail the firm's experiences and provide three (3) references in the same or similar areas of expertise, stability, and its adaptability to providing the required services. Experience details from any current projects will help in assessment.

2) Identify key project staff expected to provide services on behalf of the firm.

3) Provide information on resources available to your firm which indicates that you have access to the services necessary to perform the work.

4) Describe the firm's location where the primary services are to be provided and the ability to meet in person with Department personnel when required during the performance of the contract.

Project Methodology and Approach

Provide detailed information on the firm's methodology in meeting the scope of work requirements identified in Appendix D. Describe the overall approach to include any special considerations which may be unique to Government and Bermuda’s environment.

Revenue Sharing Model

The Service Provider shall propose a transparent revenue-sharing model under which the Bermuda Post Office will receive a defined share of revenues generated from the service. The proposal must clearly identify:

• Revenue categories subject to sharing (e.g. shipping charges, consolidation fees, handling fees, membership fees, value-added services, insurance commissions, merchant return services or other ancillary services);

• The proposed revenue-sharing methodology and percentage allocations;

• Financial assumptions underpinning the model;

• Reporting, reconciliation, audit and payment processes;

• Expected annual revenue projections for both the Service Provider and the Bermuda Post Office; and

• Any minimum revenue guarantees or volume-based incentives.

The proposed model should align the interests of both parties, promote growth in package volumes, and provide a sustainable revenue stream for the Bermuda Post Office while maintaining affordable customer pricing.

Security & Privacy Mandatory Technical Requirements Questionnaire

Proponents are required to complete and submit the attached Security & Privacy Mandatory Technical Requirements Questionnaire.

Implementation and Privacy Plan

The service provider should be able to submit its implementation and privacy plans outlining project details to ensure that customer data is secured, stored and protected.

D. MANDATORY TECHNICAL REQUIREMENTS

Technical Competence

As a reminder, the required service shall be an active service provider, include a BPO-branded customer online platform; secure overseas warehouse facilities; package receipt, inspection, notification, repacking, relabeling and scheduled air or ocean dispatch to Bermuda. Service provider shall also include a customer service team; facilitated merchant returns and the management of restricted, dangerous, abandoned or undeliverable goods; end-to-end shipment with track-and-trace, online payments functionality with accurate advance electronic data transfer, customer and shipping manifests and supporting documentation to facilitate pre-arrival clearance and operational dashboards.

The service provider must be able to transmit customer, transportation and pricing data via file transfer protocol (FTP) format.

Security and Privacy Requirements

Proponents are required to complete and meet the requirements of the attached Security & Privacy Mandatory Technical Requirements Questionnaire.

See Annex C - Security & Privacy Mandatory Technical Requirements Questionnaire

E. PRE-CONDITIONS OF AWARD

1. Financial Checks

Prior to awarding a contract to the selected proponent, the contracting department will perform financial checks to confirm whether the proponent is delinquent in making payments to the Government for Social Insurance contributions, Payroll Tax or any other debt recorded by the Accountant General's Debt Collection Section, and will perform a check with the Bermuda Registrar of Companies to confirm whether the proponent is a proper legal entity that is in good standing.

Cybersecurity and Privacy Assessment

The successful Proponent and solution will be required to complete and pass the Government's vendor security and privacy evaluation, including the Ministry of National Security's Stage 2 vendor security evaluation before contract award. Contract award does not authorise the solution to operate. Before the solution goes live, it must pass live technical validation by the Ministry of National Security and receive an Authority to Operate or Interim Authority to Operate, followed by Deployment Authorisation from the IT Governance Committee. A failure at live technical validation must be remediated and retested before either authority can be issued. The Proponent shall provide the Government with the technical access required to conduct live technical validation and, upon request, shall provide any information, documents, certifications and other materials required to facilitate these assessments. Costs associated with providing such materials and access will be the responsibility of the Proponent.

Insurance Coverage

To minimize professional, cyber and general liability or loss and damage, the successful service provider shall produce evidence of insurance coverage.

F. RATED CRITERIA

The following sets out the categories, weightings and descriptions of the rated criteria of the RFP. Proponents who do not meet a minimum threshold score for a category will not proceed to the next stage of the evaluation process.

Service providers who are shortlisted to allow the Post Office to analyze more, may be or may not be invited to present oral presentations to allow the Bermuda Post Office to fully and better understand the provider's ability to meet the evaluation criteria and deliverables.

Oral presentations will not be scored separately. Instead, the Government may modify scores and resulting rankings based on the oral presentation of those prospective proponents.

#	Category	Weighting (%)	Threshold
1	Pricing	15	N/A
2	Technical Solution and Operational Model	15	N/A
3	Implementation and Integration	10	N/A
4	Service Delivery and Customer Experience	20	N/A
5	Security, Privacy and Business Continuity	10	N/A
6	Local Benefits and Sustainability	30	N/A
Total Points		100	

1. Pricing

See Appendix C - Pricing

2. Technical Solution and Operational Model

The Government will evaluate the extent to which the proposed solution satisfies the operational and technical requirements of the Bermuda Post Office.

Evaluation will consider:

- Understanding of the project objectives and service requirements.
- Quality, functionality and completeness of the proposed solution.
- Capability to provide package consolidation, forwarding, tracking and customer account management services.
- Relevant experience and qualifications of the organization.
- Capacity, resources and operational capability to successfully deliver the services.
- Scalability, reliability and ease of use of the proposed solution.

The service provider must demonstrate that its proposed technical solution fully satisfies the scope and supports secure, reliable, efficient package consolidation and forwarding services. The response should explain platform functionality, overseas address provision, shipment processing, tracking, Customs data exchange, reporting, scalability, interoperability and BPO branding, as part of website design and functionality. Evaluation will consider solution completeness, technical feasibility, ease of use, operational suitability, innovation and the extent to which requirements are addressed and scalability.

See Annex D - Company Profile Form

3. Implementation and Integration

The Government will evaluate the proponent's ability to successfully implement, transition and integrate the proposed solution.

Evaluation will consider:

- Implementation approach and project plan.
- Mobilization, testing, training and transition activities.
- Governance, resource allocation and risk management arrangements.
- Systems integration capabilities, including payment, tracking and operational systems.
- Relevant experience implementing similar solutions and services.

4. Service Delivery and Customer Experience

The Government will evaluate the proponent's ability to provide reliable, customer-focused services throughout the contract term.

Evaluation will consider:

- Proposed service levels and performance standards.
- Customer support model, operating hours and communication channels.
- Issue resolution, claims handling and escalation procedures.

- Service monitoring, reporting and continuous improvement arrangements.
- Local operational support and service delivery capability.
- Insurance provisions in transport and other value-added services that enhance the customer experience.

5. Security, Privacy and Business Continuity

The Government will evaluate the proponent's ability to protect customer and Government information while ensuring service continuity and regulatory compliance.

Evaluation will consider:

- Cybersecurity controls, governance and incident management capabilities.
- Privacy and data protection practices, including compliance with PIPA.
- Compliance with applicable postal, customs, transportation and regulatory requirements.
- Business continuity, disaster recovery and service resilience arrangements.
- Ability to maintain services during operational, cyber or environmental disruptions.

6. Local Benefits and Sustainability

The Government has established a minimum weighting of 30% for Local Benefits in support of Bermuda's economic and social objectives.

Evaluation will consider:

- Bermudian ownership and participation.
- Use of specified businesses, local suppliers and subcontractors.
- Employment opportunities for Bermudians.
- Workforce development, apprenticeships, internships and training initiatives.
- Health, safety, sustainability and environmental practices.
- Demonstrated contribution to Bermuda's economic development and long-term local capacity building.

See Annex E - Local Benefit Form

APPENDIX E – CERTIFICATE OF CONFIRMATION OF NON-COLLUSION

Notes for the proponents

The essence of Open Tendering is that the Government of Bermuda shall receive bona fide competitive proposals from suitably qualified persons or entities. In recognition of this principle, each person or entity that submits a proposal will be required, by way of the signature of a duly authorized representative of the company, to confirm that the proposal has been submitted without any form of collusion.

All proponents must complete and sign a Certificate of Confirmation of Non-Collusion. Any proposals submitted which do not include a signed copy of the Certificate will be wholly rejected and will not be included in the evaluation process.

If it is later found that the undertakings made below have been breached at any stage of the procurement process, then the proponent will be expelled from the process immediately. In the event that this is discovered after a contract award, legal action may be taken against the proponent and/or any party involved in the matter.

Any proponent that submits false information in response to this Request for Proposals (RFP), and any other person or entity involved in collusion, may be excluded from competing for future contracts tendered by the Government of Bermuda.

Confirmation of non-collusion

I/We certify that this is a bona fide proposal, intended to be competitive and that I/We have abided by the terms and conditions related to this proposal and that I/We have not fixed or adjusted the amount of the proposal or the rates and prices quoted by or under or in accordance with any agreement or arrangement with any other person.

I/We confirm that we have not received any information, other than that contained within the RFP pack, or supplementary information provided to all proponents.

I/We also certify that I/We have not done and undertake that I/We will not do at any time any of the following acts:

(a) communicating to a person other than the RFP Contact the amount or approximate amount of my/our proposed proposal (other than in confidence in order to obtain quotations necessary for the preparation of the proposal for insurance);
(b) entering into any agreement or arrangement with any other person that he shall refrain from competing or as to the amount of any proposal to be submitted; or
(c) offering or agreeing to pay or give or paying any sum of money, inducement, gift /hospitality or valuable consideration directly or indirectly to any person in relation to this procurement.

By signing this document, I/we have read and agree to its terms and conditions.

(1) _____ Title _____ Date _____

(2) _____ Title _____ Date _____

for and on behalf of_____