



**Ministry of Home Affairs**  
Cayman Islands Government

**Development and implementation of  
online work permit application software**

**ID Number: CTC/14-15/MHA/027**

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## RFP Instructions

### Executive Summary

The Cayman Islands Government (CIG) , through the Ministry of Home Affairs, is seeking a firm price proposal for a the development and implementation of a software system that will facilitate members of the public in applying for, and renewing, work permits and criminal record applications.

## INVITATION TO TENDER

The Ministry of Home Affairs invites suitably qualified vendors and developers to submit a firm price proposal for the development and implementation of software to facilitate, in a secure manner, the web-based customer service aspects of the work permit and criminal record application aspects for the Immigration Department. The tender includes software development and support. For queries regarding this invitation contact the undersigned at MoHA@gov.ky. Responses will e-mailed to all who express an intention to tender.

The Cayman Islands Government does not bind itself to accept the lowest nor any tender. Late bids will not be accepted. CIG will not defray any cost incurred by bidders. The Cayman Islands Government shall not be bound to assign any reason for not accepting any tender and may accept a Tender in whole or in part.

The bidder must provide a brief summary of the proposal, highlighting the solution description and outlining the specific benefits to the Cayman Islands Government.

### Business Objectives

The Immigration Department manages over 21,000 active work permits and processes an average of approximately 600 applications for renewals and work permit grants monthly. The objective is to streamline the application process and improve customer service by offering online solutions which will not only make it easier for employers and employees to transact business with the government in a transparent and efficient manner but also offer improved turn-around time on applications and processing.

The system will create as close as feasible a virtual one stop shop for conducting work permit applications with the Immigration Department and reduce the need for customers to wait in long lines to file applications and submit documents.

### Overview of Current System

#### Highlights of the current Immigration system (IMSS)

The current Immigration system is a bespoke system based on Oracle technology. The online components will be required to communicate with these databases via web services calls.



## New system design principles

- 1) Highly secured design;
- 2) Must be developed using industry standard software tools;
- 3) The developed application will become the property of the CIG, and in order to insure full transferability, the code must be organized, documented and commented properly, following best practices;
- 4) As the CIG has full property on the application, the software shall be, in its entirety or partly adaptable by the CIG development team in order to be sold to other jurisdictions, with AND without the support of the Outsourcing Company. All systems, designs, code and templates developed on this project remain the sole property of the Cayman Islands Government and there is no expressed or implied right by anyone except the government to reuse, distribute, sell or modify the software without expressed written permission of the Cayman Islands Government;
- 5) System design is to follow modular principles with the use of API's to integrate with other Cayman Islands Government systems. This approach should also be used to maintain separation between the Job Seeker Module and the Immigration Modules;
- 6) The system will use web services to connect to the current Immigration Databases;
- 7) All data must reside on the Cayman Islands Government's servers or designated storage areas and under no condition is data to be housed anywhere else or communicated without written permission;
- 8) Existing infrastructure of the Cayman Islands Government shall be incorporated. This includes the existing payment gateway;
- 9) Packaged solutions or partnered software solutions are encouraged to facilitate rapid and cost effective deployment;
- 10) Configurable workflow technology must be integral to the system;
- 11) Preference is for capturing and managing data as opposed to documents. Where documents are necessary, the records management must be integrated;
- 12) The design performance is to accommodate a minimum of 150% of current transaction and user volumes;
- 13) System performance specifications to include:
  - a. Workload capacities e.g. transaction volume capacities over specified duration (where different transaction types will have different capacities these should be broken out);
  - b. Scalability;
  - c. Response times by transaction types.
- 14) Does not require special hardware or software for the user;
- 15) Departments and Ministries are to have control over their work flow and processes within their area of responsibility. To this end the NWDA-related functions are separate from the Immigration-related functions and each should be able to stand alone with integration via API and distributed administration. (e.g., the Job Seekers Portal should be separately administered from the Immigration Application module and the Criminal Records application module).



## New system Must Have Requirements

### Software Functionality

- 1) Web-based Application;
- 2) Electronic Document Management and Archiving. The government does have existing electronic content management solutions that may be adapted and augmented;
- 3) Document Upload, Viewing, Editing and Annotating;
- 4) Workflow/Document Collaboration;
- 5) e-Forms;
- 6) e-Signatures. The Electronic Transaction Law (2003 Revision) recognizes a wide variety of electronic signatures;
- 7) Document Capture and Imaging;
- 8) Document Conversions (e.g., Word to PDF);
- 9) Integrated Document Archive and Retrieval;
- 10) E-mail Archiving and Management (Sync with MS Outlook);
- 11) User Definable Business Rules;
- 12) Digital Signature Capture and Security;
- 13) Reporting Tools;
- 14) Back-Up Solutions;
- 16) Interface Capability with Oracle Based Products;
- 15) While some data will be stored in and managed from the existing Oracle databases additional databases will have to be developed/implemented based on the needs of the solution. Synchronisation of some information may be necessary;
- 16) Integration with Online Payment System;
- 17) Secure, Timely Retrievable Backups;
- 18) Ability to manage the matters of a board or committee through a user friendly interface. (Can be a bolt on module);
- 19) Employers to be able to post job advertisements;
- 20) Job seekers can upload resumes in their areas of interest to inform decision makers of their availability and qualifications for existing jobs or advertisements;
- 21) Extensive measures should be in place to protect the data of individuals. Searches from employers will not yield any form of personal information without the expressed permission of the owner of that information;
- 22) Ability for employers to manage applications for potential candidates;
- 23) Archiving of historical job postings and applications;
  
- 24) Employers can submit work permit applications for prospective employees;
- 25) Employers can submit payments for applications and work permits;
- 26) Prospective employees can upload supporting documents, if required;
- 27) Agencies/third parties (e.g., approved doctors, RCIPS, boards, etc.) can upload documents needed for work permit applications;
- 28) Immigration department can adjudicate work permit applications;
- 29) Appeals can be requested and processed;
- 30) Refunds can be processed;



- 31) A dictionary of standard set of calls and responses to be used at the API to drive consistence and will incorporate those used by existing core modules.

## End User Criteria

- 1) User-friendly (Intuitive, simple to learn);
- 2) Security Features (e.g., single user lockout, permissions-based access, group level access, Windows pass-through authentication);
- 3) Ability to Create Workspaces for Sorting Documents According to Work Permit Submitted;
- 4) Ability to Track the History of Document Creation and Usage (e.g., audit trail provided, read only access);
- 5) Extensive Search Capability (e.g., multiple types of searches, keyword searches, drill-down capabilities);
- 6) High Level of Training and User Support (e.g., Subject Matter Expert training, onsite training, refresher training, help menus, "cheat sheets", online manuals);
- 7) Compatibility with other systems (interfaces/integration with Trade & Business and NWDA);
- 8) Ability to Scan Documents into the System and Direct Import Ability;
- 9) Automated, Flexible Expiration Mechanism;
- 10) Remote Accessibility;
- 11) Single sign on would be used to gain access to Job Portal and Work Permit Portal.
- 12) Employers would setup their account in the system and include the following:
  - a. Company name and address;
  - b. Trade and business reference (if required); and
  - c. Accreditation details.
- 13) A system review of the employer setup would be performed post setup (e.g., end of day, weekly, monthly)
- 14) Users would setup their account and include the following:
  - a. Name, address and contact details;
  - b. Status (e.g., Caymanian, Permanent Resident, Married to a Caymanian\*); and
  - c. Unique identifier\* would be assigned to the user.
- 15) Extensive user-definable search tools and are necessary for proper end user and administration support. There should be the capability to specify and manage data tags to facilitate analysis and searches;
- 16) Notification tools will be required to alert potential job seekers of posted jobs or upcoming opportunities;
- 17) A user-definable dashboard;
- 18) User experience to encourage confidence through responsiveness, system performance specifications (excluding public network transit) at 95% load to include:
  - a. Total transaction time: Indicates the multi-step user transaction from committing request to response returned is complete;
- 19) User information-sharing to be user-controlled and permissions-based.



## Objectives/Scope of Work

To produce a solution for the public, in an agile and rapidly deployed manner, that is capable of accepting work permit applications and supporting applications through a configurable interface. When deployed, the system will vet and track applications in real time. Where decisions are configured based on business rules, the process is automated. Where a review by an administrator is necessary, all information should be easily accessible through one portal or board. The system will allow administrators the capability to make decisions at decision points and communicate progress and decisions to customers.

The solution provider will implement components of the system as needed and provide training and technical support throughout the immediate lifecycle of the software. The system will, in a more efficient, transparent, and effective manner, manage the work permit application process for three main customer groups:

- Caymanians, spouses of Caymanians, and Permanent Residents (PR Holders) willing and able to take up gainful employment in the Cayman Islands;
- Employers in the Cayman Islands, and;
- Foreign employees (prospective or current) hired by local employers in the Cayman Islands.

The expectations are:

- The application process will be quick and easy;
- The rules and criteria clear of what will be considered;
- The timeliness of performance in considering the application will be published and monitored;
- The result of the application will be automatically sent to the applicant (and other affected persons);
- Jobs are posted in a central place to assist Caymanian job seekers, ensure transparency, and help employers and Immigration administration to ascertain whether or not a Caymanian is available, willing, and able to perform the job;
- The availability of a suitable Caymanian will be established as best as possible by employers before applying for a work permit.

## Information Security

The security protocols and features are to follow, at minimum, those dictated by the Government's security policies. These features must be clearly stated in the bid document.

## Liability and Reserved Rights

This RFP does not commit the Cayman Islands Government to pay any cost incurred in the preparation or submission of any proposal or to procure or contract for any services. The government will, at its discretion, award the contract to the bidder submitting the best proposal that complies with the RFP. The government may, at its sole discretion, reject any or all proposals received or waive minor defects, irregularities or informalities therein.





Bids considered to be either abnormally high or abnormally low will be scored accordingly. Where there is inconsistency in a bid, particularly in relation to the price tendered, the Cayman Islands Government reserves the right to clarify that price with the tenderer. There is not an obligation to accept the lowest bid. All tenders are conducted in accordance with the procurement policy of the Ministry of Home Affairs.

The Ministry of Home Affairs may consider the proposals in modular format and negotiate with alternative suppliers for the desired components. Preference will be to award all components to a single solution provider.

The Ministry of Home Affairs reserves the right to amend this RFP by an addendum issued up to five business days prior to the date set for receipt of proposals. Addenda or amendments will be e-mailed to all bidders that have copies of the RFP. If revisions are of such a magnitude as to warrant the postponement of the date for receipt of proposals, then an addendum will be issued announcing the new date.

In keeping with the procurement policies of the Ministry of Home Affairs, preference will be given to local solution providers or organisations partnered with local providers.

## Instructions to Bidder

This section outlines specific instructions for a proposal submission. Bidders that do not adhere to these instructions may be subject to disqualification without further consideration.

Your Tender when completed is to be delivered, together with all other relevant documents, to:

**The Central Tenders Committee**

**c/o the Ministry of Finance**

**Government Administration Building**

**#133 Elgin Avenue, George Town**

**Grand Cayman, KY1-9000**

**CAYMAN ISLANDS**

**Re: CTC/14/15/MHA/027—Immigration Work Permit Online Application Software**

**The deadline for delivery of Tender submissions is Wednesday, April 15, 2015, 12:00 noon.**

The Tender and any other supporting documents stated when completed and signed are to be received not later than **Wednesday, April 15, 2015, 12:00 noon** in a package that must not bear any indication of the bidder's identity. Tenders must be submitted in clearly marked envelopes; five copies for each proposal containing company information. Each proposal must also be supplied in an electronic format either on a flash drive or CD. Included in the submission should be evidence of Trade and Business license, technical specifications and requirements of the software, warranty and support information, time period for delivery and the price proposed for the Tender. Where off-the-shelf software is supplied, evidence of authority to distribute and



service each component. The pricing for each proposal should be on the **first page** of each proposal for ease of reference.

The following documents are to be included with the proposal:

1. Pricing Proposal (Page 1);
2. Company information;
3. Evidence of capability to develop and/or authorization to sell and support software proposed;
4. Evidence of Trade and Business License to operate in the Cayman Islands or to operate a business in another country;
5. Technical specifications and description of the capability including security features of proposed software;
6. Warranty information;
7. Time period for development/acquisition and delivery;
8. Time for validity of pricing;
9. Completed Form of Tender;
10. Development staff members' curriculum vitae
11. Optimal System requirements for the software proposed.

## General Procedures

### Issuing Authority

This RFP is issued by the Ministry of Home Affairs:

- Contact Name: Allyson Minus-Phillips
- Department: Ministry of Home Affairs
- Street Address: 133 Elgin Ave, Georgetown, KY1-9000
- Telephone Number: 345 949 7900
- Email Address: MoHA@gov.ky

### Price Guarantee

Bidder must guarantee its prices for a period of six months, beginning on the date of submission of the response to this RFP. In addition, the bidder must honor price and discounting structure for the duration of the project implementation, up to two years.



## Pre-proposal Questions

Bidder must submit questions by emailing to:

- Contact Name: Allyson Minus-Phillips
- Department: Ministry of Home Affairs
- Street Address: 133 Elgin Ave, Georgetown, KY1-9000
- Telephone Number: 345 949 7900
- Email Address: MoHA@gov.ky

Questions will be accommodated in two rounds. All first round questions must be received by **March 20th, 2015** to allow for the Ministry of Home Affairs' response by **March 27<sup>th</sup>, 2015**. All second round questions must be received by **April 3<sup>rd</sup>, 2015** to allow for the Ministry of Home Affairs' response by **April 10<sup>th</sup>, 2015**. **Responses to these questions will be distributed by the Ministry of Home Affairs to all bidders.** The Ministry of Home Affairs will only respond to questions subsequent to that date if, in the opinion of the Ministry, the answer would be of material impact on all submissions.

## RFP Response Terminology

It is important for bidders to respond in a concise manner to each section of the RFP document.

Indicate the level of compliance with required specifications by replying with the following language:

- "Acknowledge" — The bidder has read and understands the information provided; however, no action is required by the bidder.
- "Comply" — The bidder meets the specifications.
- "Partially comply" — The bidder meets part of the specification; bidder should always explain any deviation from the specification.
- "Comply with clarification" — The bidder meets the specification; however, the manner in which the bidder accomplishes this may be different from that specified in the RFP. The bidder should provide clarifying information.
- "Exception" — The bidder does not meet the specification. Please provide an alternative solution when possible.

## Preparation of Proposals

### Proposal Format

The complete proposal must include the proposal document with a point-by-point response to the RFP and all other materials requested. A bidder may include any additional materials it feels could assist in the evaluation of its proposed systems. However, a bidder must provide complete solutions. References to other documents will not be accepted. Each vendor may supply up to



two alternative bids. Where alternatives are supplied, each will be evaluated separately on its own merit.

Proposals that do not follow the RFP's format and content requirements will be subject to rejection without appeal. Bidders must supply five hard copies of each proposal in addition to one electronic copy. **The vendor should create a pricing matrix to show very clearly the cost of each separate module, sub system, or feature.** Each proposal must include completed documents in the document check list in that sequence.

## Proposal Due Date

All proposals must be received by **12:00 noon** on **April 15, 2015** and must be labeled: "Response to CTC/14/15/MHA/027 Online Work Permit Application Software — Proposal No. [specify number, if appropriate]."

## Proposal Delivery

Bidders are requested to submit a complete copy of the proposal to the contact presented above.

## Proposal Inclusions

All software and licenses must be furnished for the installation in a bill-of-material format. Any additional material or equipment necessary for installation, operation, and maintenance of the system(s) not specified or described herein will be deemed to be part of the bidder's proposal.

Any additional software or hardware that needs to be provided by the Government must be clearly specified in the proposal.

## Standard Agreements

The bidder must provide a copy of its standard contract agreements that the Ministry of Home Affairs will sign or negotiate if it awards the contract to that bidder. The Ministry of Home Affairs requires full warranty for at least two years on all software supplied to operate to specification.

## Proposal Modification and Withdrawal

Once the proposal is submitted, the bidder may modify or withdraw it only by appropriate notice to the Central Tenders Committee. Such notice will be in writing over the signature of the bidder. A bidder may resubmit a withdrawn proposal up to the time designated for the receipt of proposals, provided it then fully conforms to the general terms and conditions of the RFP.

## Confidentiality

All information in this RFP is confidential and will not be disclosed to anyone other than those responding to this RFP.

All information regarding the terms and conditions, financial aspects, or technical aspects of the bidder's proposal that it considers to be of a proprietary or confidential nature shall be clearly marked "proprietary" or "confidential" at each relevant item or page or be marked in such a way in a statement covering the entire proposal.



Proposals submitted to the Ministry of Home Affairs for consideration will be held in confidence and not made available to other bidders for review or comparison. In all cases, bid responses will only be distributed to those directly involved with the bid evaluation — whether employees or contracted resources of the Ministry of Home Affairs. Submitted proposals and terms and conditions specified in each bidder's response will remain the property of the Ministry of Home Affairs.

The Ministry of Home Affairs reserves the right to publish the winning bid. For security reasons, the winning bidder will not publish, share or make public the architecture or details of the bid without permission from the Ministry of Home Affairs.

## **Non-Binding Document**

None of the information contained in this RFP or in any communication made between CIG and the potential vendor in connection with this RFP shall be relied upon as constituting a contract, agreement, or representation that any contract shall be offered. CIG reserves the right to change without notice the basis of the competitive tendering process or to terminate it at any time. Under no circumstances shall CIG incur any liability in respect of this RFP or any supporting documentation.

## **Non-Canvassing**

Direct or indirect canvassing of any Ministers, or public sector employee, or agent by any vendor, or any attempt to procure information from the same other than through the directed channel, shall result in disqualification of the vendor from this procurement process.

## **Additional Information**

CIG expressly reserves the right to require Vendors to provide additional information supplementing or clarifying any of information provided in response to this RFP. CIG may seek independent technological and financial advice to validate information declared in any submitted proposal.

## **Vendor Presentations**

CIG expressly reserves the right to require vendors to deliver a presentation or question and answer session prior to finalization of its decision to recommend an award, or as a precursor to contract agreement.



## Calendar of Events

**Table 1. Project Schedule**

Activity	Primary Responsibility	Date (Date Month Year)
RFP released to bidders	The Ministry of Home Affairs	March 16, 2015
First round question deadline	Bidders	March 20, 2015
First round question response deadline	MHA	March 27, 2015
Second round question deadline	Bidders	April 3, 2015
Second round question response deadline	MHA	April 10, 2015
Deadline for submission	Bidder	April 15, 2015 12:00 noon
Proposal opening	CTC	April 15, 2015
Evaluation	The Ministry of Home Affairs	April 15 <sup>th</sup> to April 22 <sup>nd</sup> 2015
CTC Review and award	CTC	April 22 <sup>nd</sup> , 2015 to May 6 <sup>th</sup> , 2015
Contract negotiations completed	Bidder/The Ministry of Home Affairs	May 29 <sup>th</sup> , 2015
System development/configuration completed	Bidder	Jun 1, 2015 to October 31, 2015
System pilot completed	Bidder	October 31, 2015
System installation and testing	Bidder with The Ministry of Home Affairs oversight	July/August/September, 2015
System go live	Bidder with The Ministry of Home Affairs oversight	January 1, 2016

**Source: The Ministry of Home Affairs (March 2015). If a time is not indicated, then the deadline is 5:00pm on the relevant date.**

## Solution Overview

Bidders should provide an overview of the proposed solution, including

- A high-level design description;
- Description of the technology proposed, including tools and features;
- Identification of any standards being employed;
- Security features being proposed;
- Proposed level of effort in hours by type of resources to be used on the project;
- A high-level summary of the key differentiating aspects of the vendors' solution versus other leading vendors. Ideally, these differentiating characteristics should correspond with the specific requirements of the intended operating environment; The proposed



hardware and supporting software requirements to operate the system in the intended operating environment. Identify any proprietary software separately.

## Integration with Existing Management Solution

Note: In addition to integration with existing solutions, if any of the capabilities below are partially or fully met with the bidder's system described above, that should be noted:

- Describe the supported methods for integration with existing systems and databases;
- Support for strong authentication, authentication logging, auditing/accounting, and Role-based Access Control (RBAC). This applies to all components (physical/logical devices, controllers, etc.).
- Protection from unauthorized access;
- Protection from denial-of-service attacks;
- Ability to integrate with the Ministry of Home Affairs' proposed security solutions in the data center, including Firewall, SWG, and IDS/IPS. The current Firewall is stand alone.

## Warranty, Maintenance and Training

### Warranty

Bidder should specify the warranty periods for all solutions, as well as the software associated with running the proposed systems and applications. The Cayman Islands Government requires full warranty and maintenance for at least two years including software support. Any subsequent cost of support will be paid annually after year one.

### Maintenance

The bidder must quote maintenance on a contractual basis — indicating the annual fixed maintenance rate after warranty expiration, including the rate for the next three years with an optional two years. The quotes for system maintenance options should include:

- A minimum necessary number of hours maintenance and improvements;
- Software support rates that entails new releases (including new features and/or bugs/vulnerability remediation);
- General technical support/assistance with operational and maintenance activities.

The bidder should provide multiple levels of maintenance to choose from, including an emergency response time of no more than four hours, 24/7. However, the Ministry of Home Affairs will be able to choose different service levels for different devices.

Bidders should:

- Define the number of trained developers available through the local service center and identify the centers from which technicians will be available after hours, on holidays, and during weekends;



- Provide a copy of the standard maintenance contract and details of optional extras;
- Describe committed response times and mean time to resolve by type of service disruption;
- Provide a copy of normal maintenance escalation procedures, and include communications with affected parties — with names and contact details of all parties affected;
- Provide emergency contact number if normal channels of fault-reporting communications fail. Describe how that emergency contact number will be answered and by whom:
  - (1) Are there any times or restrictions by day, week, or month on this service?
  - (2) What information will those answering a call have available?
  - (3) Will they have specific information on the system being proposed for the organization?
- Describe the procedures for software updates and upgrades; detail costs, if any that would be associated with upgrades;
- Describe the capabilities for remotely monitoring the system;
- Describe the capabilities for automatically reporting fault conditions, to organizational and supplier personnel.

## Training

Providers should describe what training of the Ministry of Home Affairs staff is required or recommended to use the provider's solution and services. The successful bidder will be required to provide online or on-site training and train-the-trainer sessions to users and system management communities. Trainers should have English as a first language. If training costs are not included as part of the system pricing response, then the bidder must provide those costs along with a detailed training schedule. The schedule should denote class sizes and length of a typical training session. The bidder shall also provide pricing for alternative modes of training delivery, if available. Onsite training is preferred, however, pricing for virtual and onsite training should be included if available. Training should include at least administration, management, and troubleshooting.

## Implementation

This section should include a detailed explanation of any professional services that are provided as part of the RFP response. Bidders should describe how it will manage the transition from current state to target state, including migration/implementation plans and handoff, clearly identifying who will provide the necessary resources and who will pay for them.

Bidders must provide an implementation plan that includes:

- Project stages and milestones;





- Resources required;
- Responsibilities of each of the parties;
- Sources and skills required of the program and/or project manager(s);
- Sources and skills required of other resources and who will pay for them;
- Communication processes for reporting the project's progress;
- Recommendations for briefing the project manager, and possibly the organization's working party or steering committee members;
- Implementation should include out-of-hours work to maintain availability of the system to users within normal working hours.

## System Pricing and Licensing

Bidders should describe the pricing structure of the proposed solution(s). Bidders shall offer methods of payment and all relevant payment terms. The Bill of Materials (BOM) is a table or spreadsheet in editable electronic format with all pricing information showing line-item detail for any item that has a separate price, even if the item is sold as part of a bundle. Any pricing changes due to requirements changing or technology improvement must be clearly stated.

The solution development pricing should be identified separately from the on-going maintenance and additional development. ***The vendor should create a pricing matrix to show very clearly the cost of each separate module, sub system or feature. While the government is desirable of attaining all the modules and features, it reserves the right to not procure all modules at the same time due to the timing of budget availability.***

## Finance

Bidders should provide a purchase agreement, with the terms and conditions. When there are considerations relative to currency exchange rates in the prices quoted, define those considerations and explain the policies necessary to allow for fluctuations in exchange rates. The Ministry of Home Affairs will only pay based on delivery of specified deliverables, and the Cayman Islands Government will retain 5% for six months at each stage for quality assurances.

## Bidder Qualifications

### Company History

Bidders must provide:

- A brief description of its company;
- A description of its experience in providing software solutions of a similar nature;
- Evidence of financial stability with an annual report, or audited financial statement;



- Name/location of a technical support center that provides remote maintenance;
- A list of other types of customer support available from the technical support center;
- At least three reference customers with similar requirements to the one proposed. Customer reference information must include company name and location, contact person, telephone number, e-mail and the system name with description;
- Customer references should include at least one recent deployment (within the past 12 months);
- The quantity and location of qualified personnel available to support the proposed solution;
- All Qualification Statements submitted by bidders must address each of the following mandatory requirements below:
  - An assertion and evidence that suppliers can and will provide after sales support. This should be evidenced by an inventory of trained personnel in the particular solution and commitment to carry the necessary maintenance;
  - Bidders should provide assurance that the system can be delivered within specified project timeline of being awarded the contract. Should the proposed timeframe be in excess of above, this must be stipulated. Should there be a delay beyond the specified time for acts of God the request for additional time must be made in writing to the Ministry of Home Affairs. The Ministry of Home Affairs is not under any obligation to consider any such extension and may cancel the order upon such communication at its discretion.
  - A tender form completed in full stating the price of the solution installed in the Cayman Islands.

## Responsibility for Proposed System Implementation

Bidders must include a statement describing the terms of the agreement with the developer(s) of the proposed solutions. The statement must define the distributor's authorized territory; note the current contract expiration date and include a statement from the developer agreeing to support the product and the buyer for a minimum of seven years.

If the bid is from more than one party, such as a combined proposal from a manufacturer and a distributor or system integrator, then the accountabilities of each party must be spelled out clearly. The prime contractor and the account management structure proposed must be acceptable to the customer.



## Bidder's Support and Structure

Bidders should describe the structure of its organization, with organization charts showing the executive, engineering, sales, and field support (installation, service and training) entities within the company.

Bidders should state how many people it employs in each of the following job categories and whether or not those persons are employees or contractors:

- Project management;
- Engineering support;
- Customer service;
- Network device installation; and
- Training

Bidders should:

- Provide a copy of their most recent annual report, or at least a financial status statement including annual revenue, profit, net worth, and any other relevant data;
- Have a technical support center that provides remote maintenance;
- Explain what other types of customer support are available from the technical support center;
- Describe its standards and processes for providing emergency service.

Bidders should provide references for at least three customers with comparable systems in terms of size, geography and features that the Ministry of Home Affairs is seeking. Customer references should be germane to the Ministry of Home Affairs' vertical market, such as finance, government, healthcare, hospitality or retail. References should include the company name, contact name, telephone number, e-mail, and the system names and/or model numbers installed and used.



## Evaluation Criteria

In evaluating this tender the Committee is not allowed to take into consideration sunk costs or costs it will incur regardless of the system being implemented. Only additional costs or clearly exclusive and direct savings will be considered.

All tenders will be evaluated by the Tender Review Committee in accordance with the following criteria and weightings:

### 1. Meeting the system requirements

- Weighting: 45%
  - *Based on requirement evaluation chart (See Appendix D)*

### 2. Support

- Weighting: 10%
  - *Qualified support with 24 hours response (10%)*
  - *24 hour online and phone support with one day onsite response for production down (5%)*
  - *24 hour online and phone support (0%)*
  - *Limited support or no assessed skilled team available (rejected)*

### 3. Experience and skill set

- Weighting: 15%
  - *Highest demonstrable necessary organization experience and skill set in similar projects supported by project details and resumes (15%)*
  - *Second highest as above (10%)*
  - *Third highest (5%)*
  - *Fourth highest (0%)*
  - *No experience (rejected)*

### 4. Value for Money (VFM)

- Weighting: 30%
  - *Lowest price of qualifying options that meet or exceed the specifications evaluated for total cost of ownership over five years (30%)*
  - *Subsequent bids will be weighted based on relative total cost of ownership over five years to the lowest bid meeting the specifications*



## Ministry of Home Affairs

Cayman Islands Government

Government Administration Building,

133 Elgin Avenue, Georgetown, Grand Cayman, KY1-9000

Cayman Islands

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### FORM OF TENDER

To be returned by **Thursday, April 15, 2015, 12:00 noon.**

To: **The Central Tenders Committee**

**c/o the Ministry of Finance**

**Government Administration Building**

**#133 Elgin Avenue, George Town**

**Grand Cayman, KY1-9000**

**CAYMAN ISLANDS**

**Re: CTC/14/15/MHA/027— Immigration Work Permit Online Application Software**

To the Government of the Cayman Islands,

- I. We have perused the following documents:
  1. Invitation to Tenderer;
  2. Instructions to Tenderers including the evaluation criteria that will be used to assess tenders;
  3. Confidentiality provisions;
  4. Form of Tender;
  5. Equipment specification details;
  6. Project Schedule;
  7. Evaluation matrix;
  
- II. We agree that the proper law of this Contract shall be Cayman Islands Law.



- III. We agree that the essence of selective tendering is that the client shall receive bona fide competitive tenders from all those tendering. In recognition of this principle, we certify that this is a bona fide tender intended to be competitive, and that we have not fixed or adjusted the amount of the tender by or under or in accordance with any agreement or arrangement with any other person. We also certify that we have not done and we undertake that we will not do at any time before the hour and date specified for the return of this tender any of the following acts:
- a) communicate to a person other than the person calling for those tenders the amount or approximate amount of the proposed tender, except where the disclosure, in confidence, of the approximate amount of the tender is necessary to obtain insurance premium quotations required for the preparation of the tender;
  - b) enter into any agreement or arrangement with any other person that he shall refrain from tendering or as to the amount of any tender to be submitted;
  - c) offer or pay or give or agree to pay or give any sum of money or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other tender or proposed tender for the said work any act or thing of the sort described above. In this paragraph, the word "person" includes any persons and anybody or association, corporate or unincorporated; and "any agreement or arrangement" includes any such transaction, formal or informal, and whether legally binding or not.
- IV. We undertake to satisfy the Cayman Islands Government that the prices of the several items in the copy of the original Scope of Requested Solution which we furnish with this tender are those on which our tender is based and that they bear reasonable relation to each other.
- V. We agree that, should obvious error in arithmetic be discovered in any priced Scope of Works submitted by us during consideration of this offer, these errors will be corrected by giving us an opportunity of confirming our offer or of amending it to correct such errors. However, this provision cannot be used as an opportunity for bidders to change their price.
- VI. Qualifying Criteria (Mark {X} all that apply)
- |                                  |                          |
|----------------------------------|--------------------------|
| A Trade and Business Licence     | <input type="checkbox"/> |
| B Authorised distributor         | <input type="checkbox"/> |
| C Technical Support Capabilities | <input type="checkbox"/> |
| D Able to execute maintenance    | <input type="checkbox"/> |
- VII. Subject to, and in accordance with, paragraphs II,III,IV and V above and the terms and conditions contained or referred to in the documents listed in paragraph I, we offer to



supply the equipment referred to in the said documents in consideration of payment by the Cayman Islands Government of the sum shown in this response to the tender.

Duly authorized to sign tenders for and on behalf of (in BLOCK CAPITALS) \_\_\_\_\_

Postal Address \_\_\_\_\_

Telephone No: \_\_\_\_\_ Date: \_\_\_\_\_ 20 \_\_\_\_\_

Email address: \_\_\_\_\_

NOTE: Bidders are reminded that tenders should be returned as follows:

Envelope contents: (one clearly marked envelope per solution):

1. Completed Pricing Proposal (one per solution);
2. Company information;
3. Evidence of authorization to sell and support solution tendered;
4. Evidence of Trade and Business License to operate in the Cayman Islands or to operate a business in another country;
5. Technical Specifications of the proposed solution;
6. Warranty and support Information;
7. Time period for development and delivery;
8. Time for validity of pricing;
9. Completed and signed Form of Tender; and
10. Document check list.



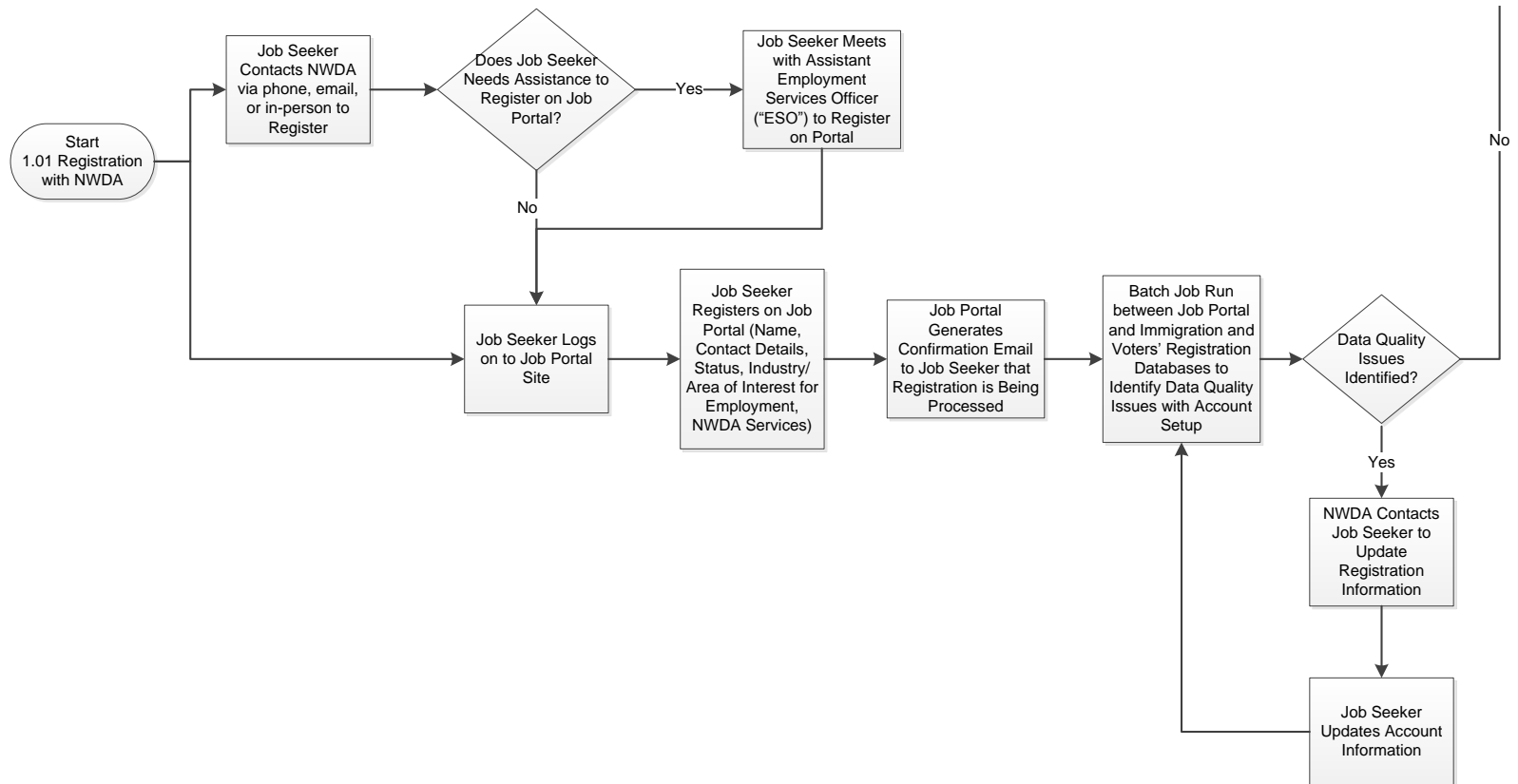
## Document Check list

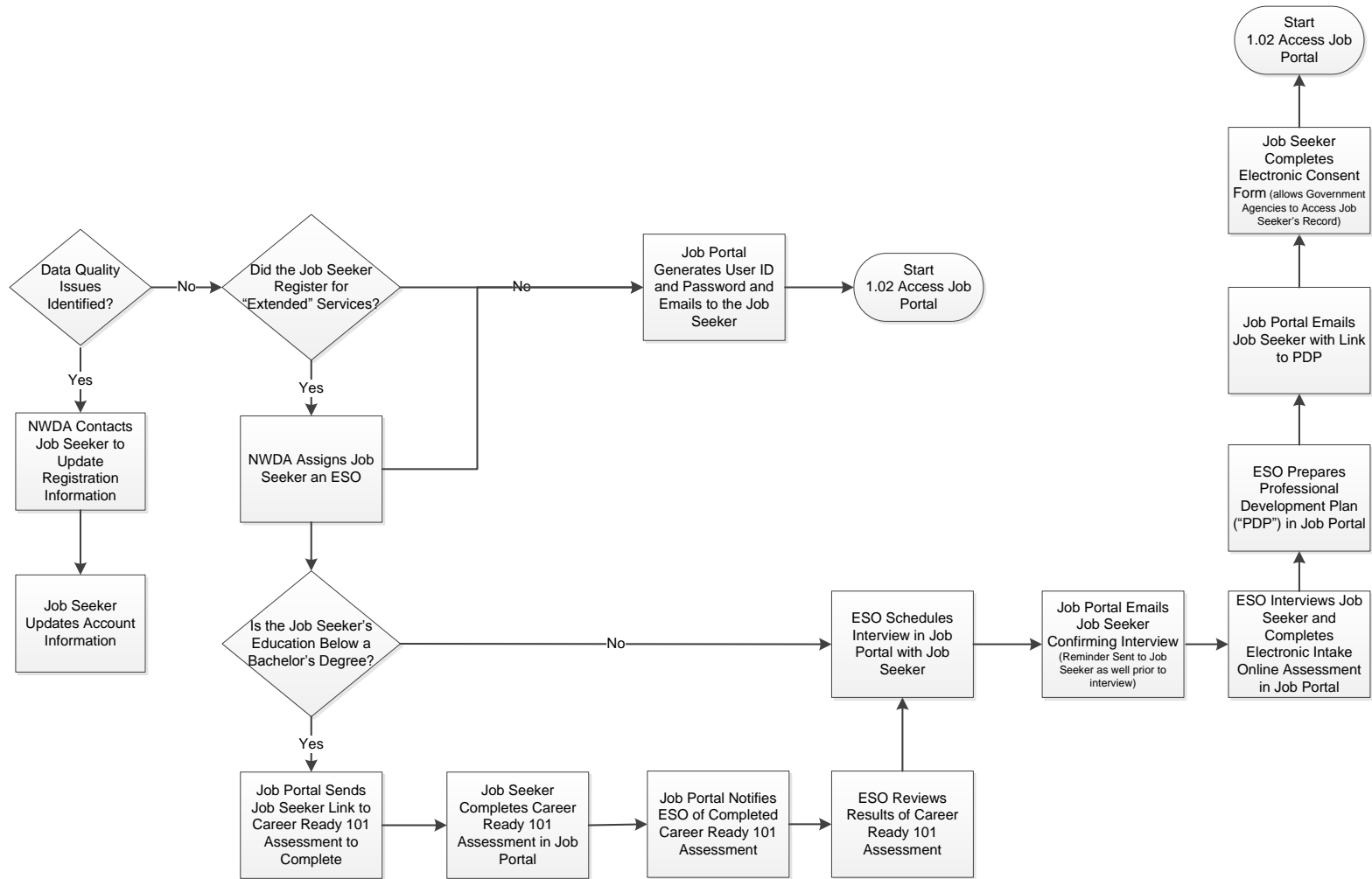
Document	Included
Company Information	
Completed Pricing Proposal (one per solution)	
Evidence of authorization to sell and support solution tendered	
Technical Specifications of proposed system	
Warranty support Information	
Time Period for Development and Delivery	
Time for validity of pricing	
Completed and signed Form of Tender	
Document Check List	



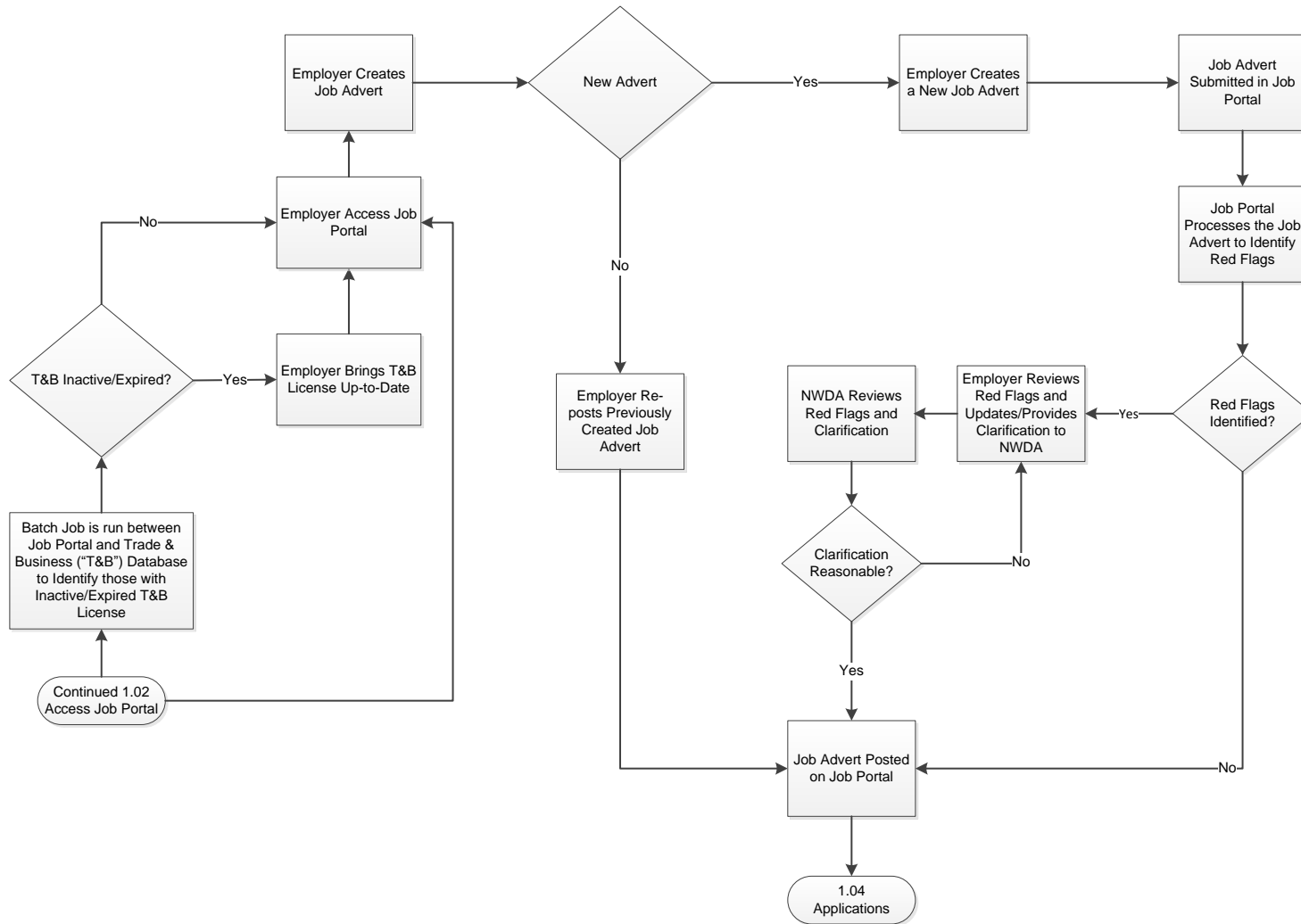


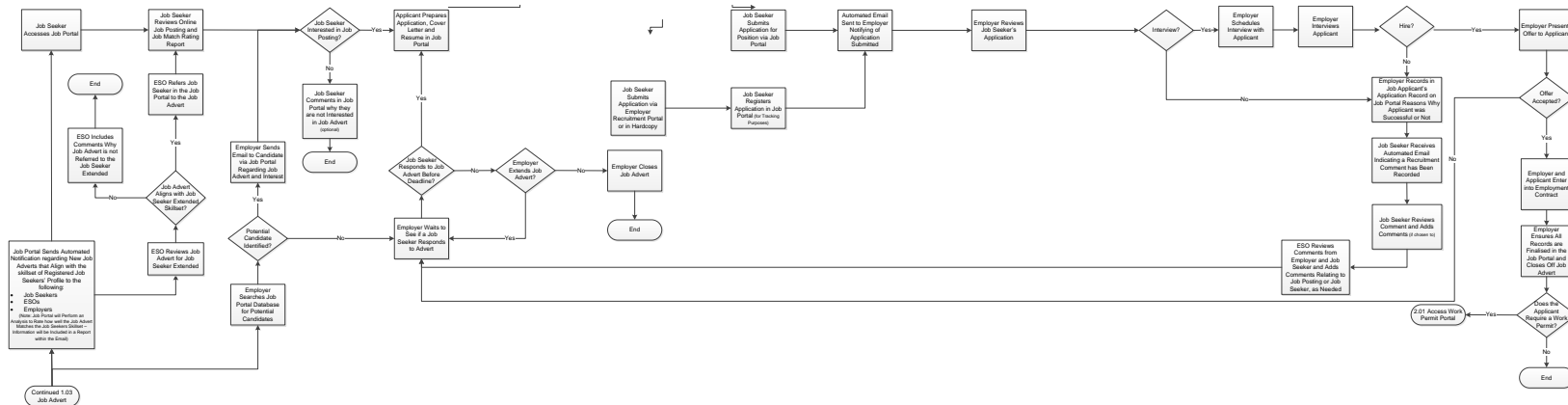
## Appendix A: System flows

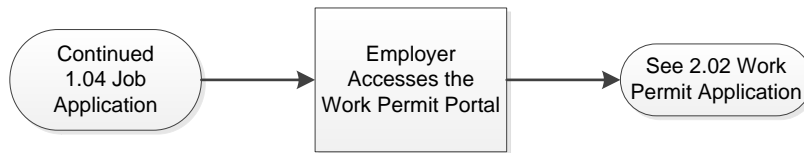






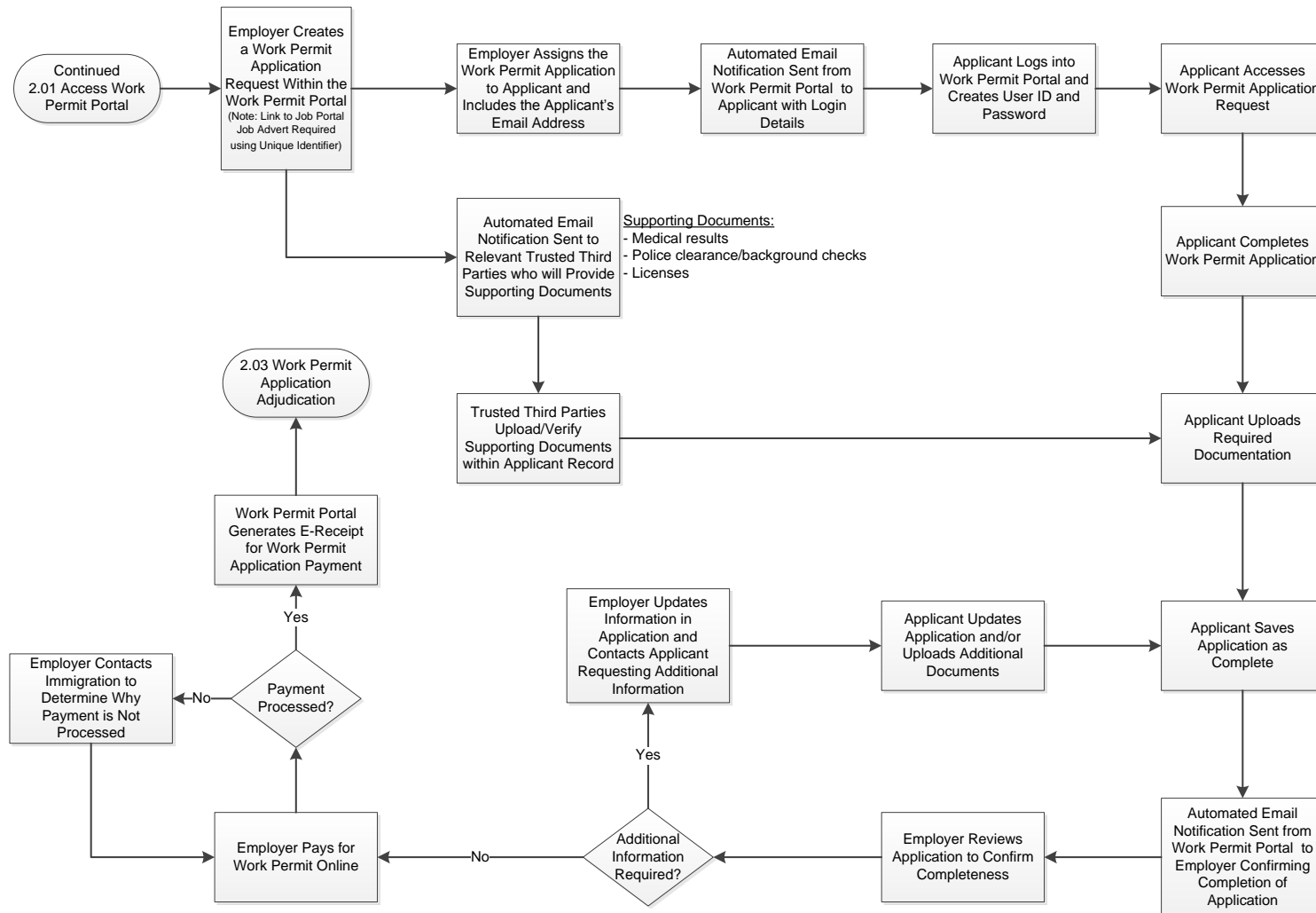


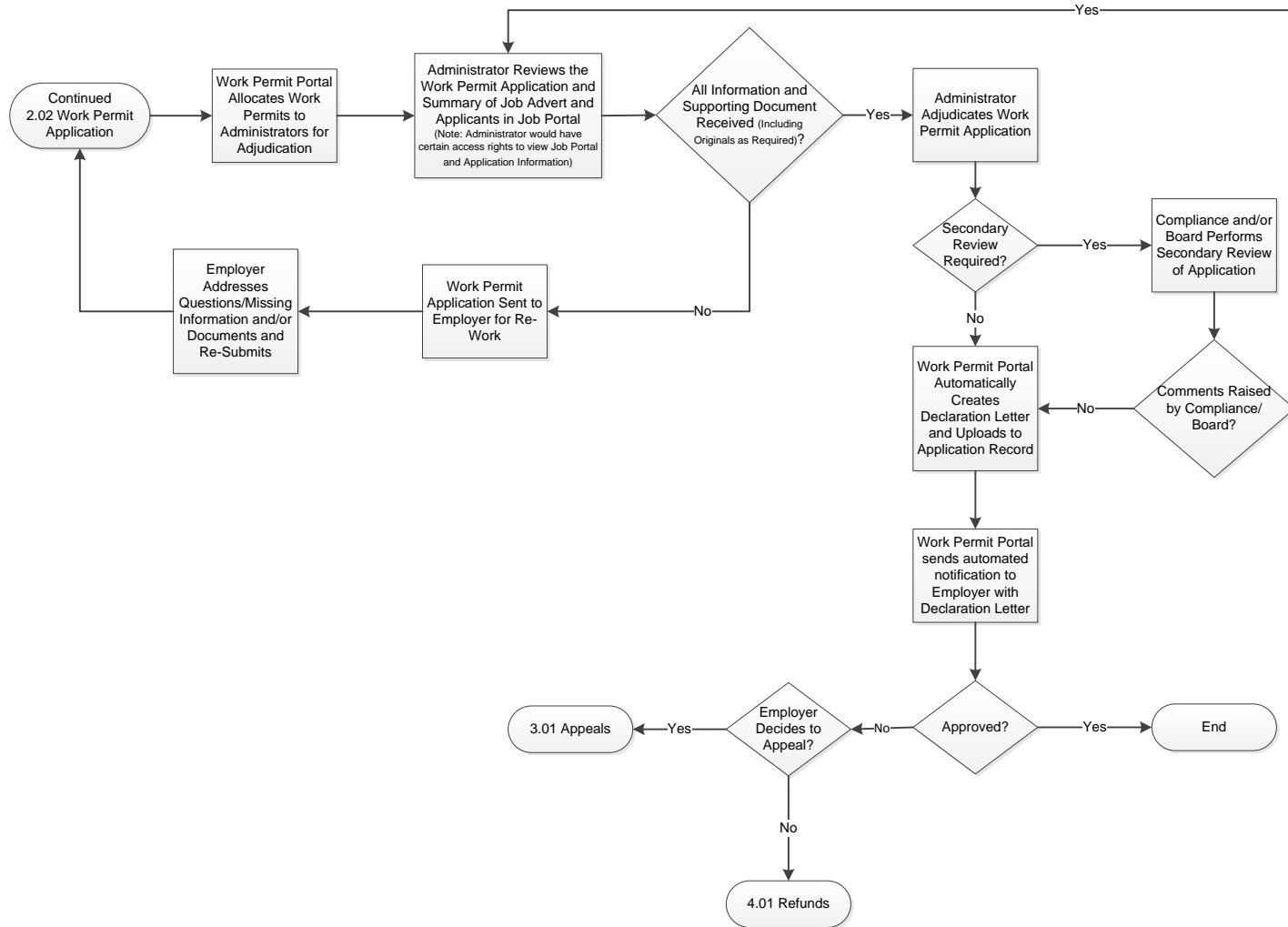




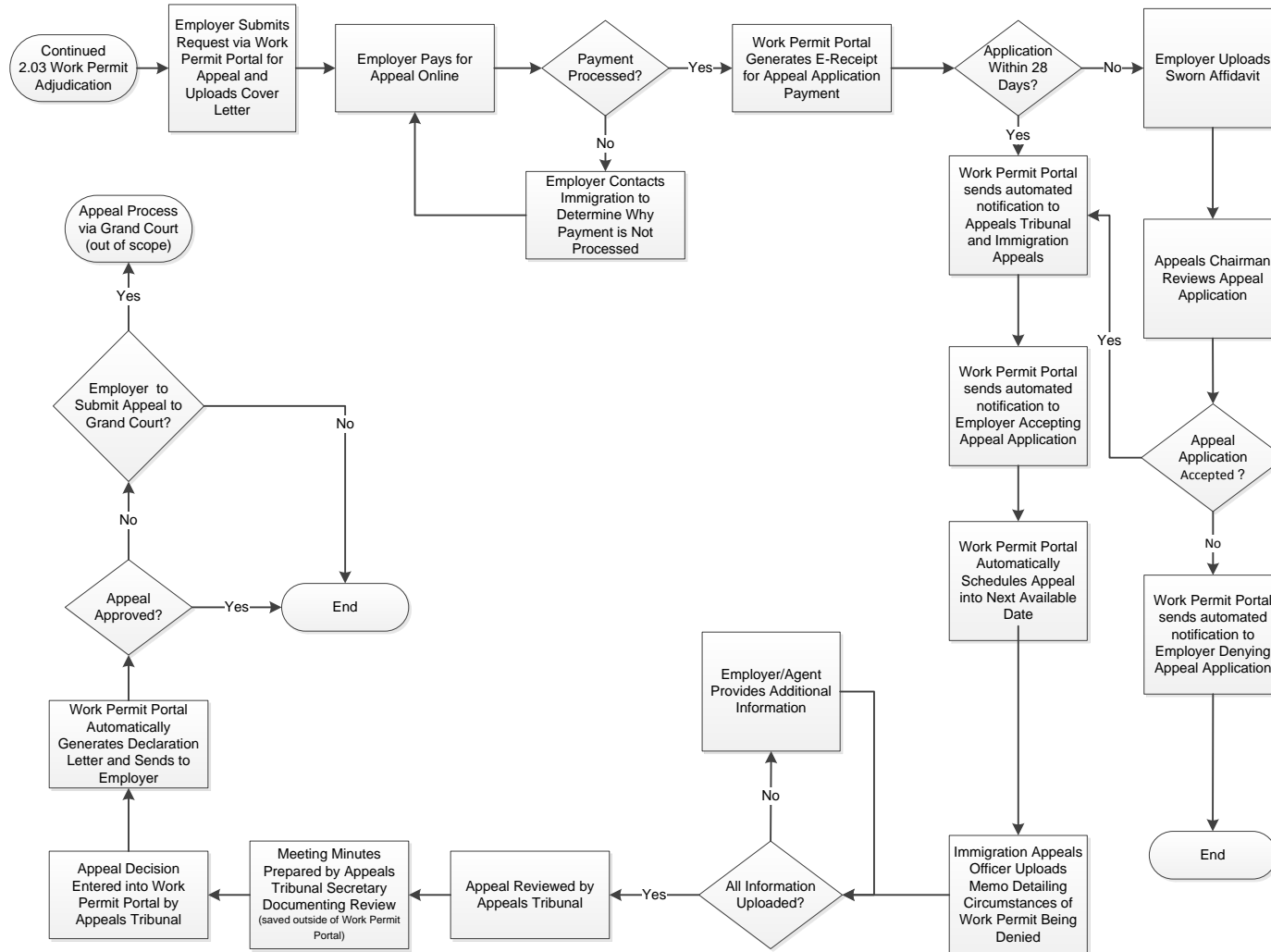
Note: Single sign on to both Job Portal and Work Permit Portal (same user ID and password)

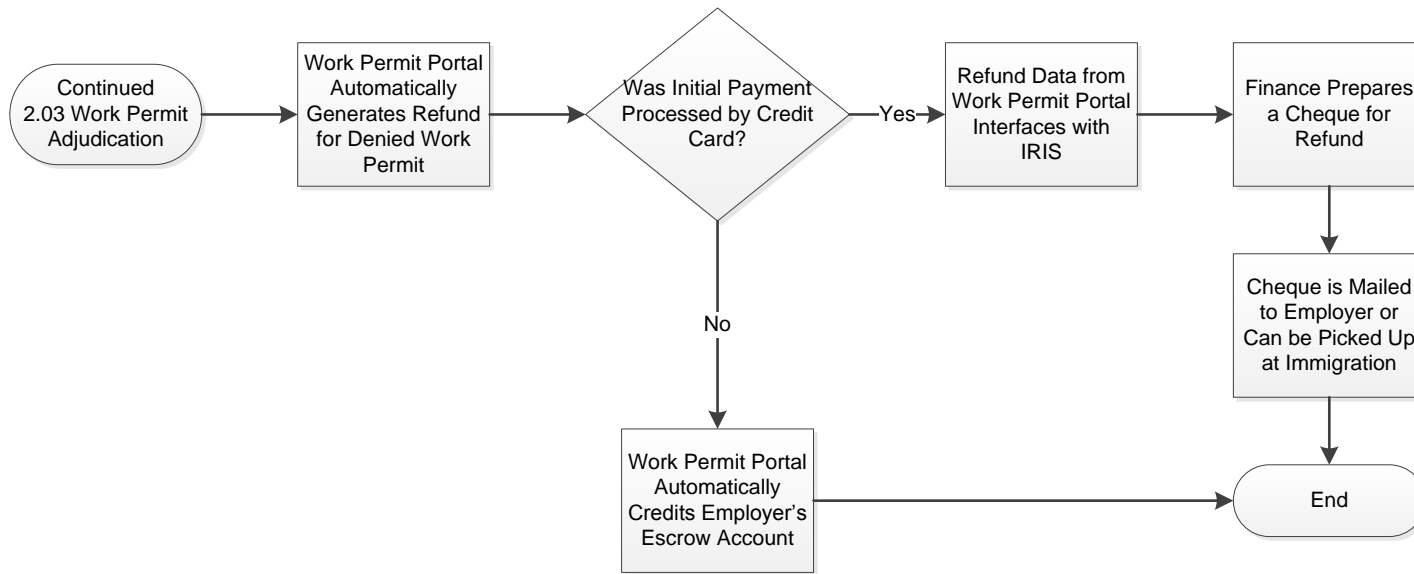












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## **Appendix B: Systems to be integrated or reused**

1. Existing Immigration Oracle Database;
2. Trade and Business licensing;
3. Payment gateway;
4. Oracle Electronic Content Management System;
5. NWDA databases (Oracle Technology);
6. Services will be presented via the consolidated gov.ky portal being developed under the direction of the e-Government programme.

## Appendix C: CIG Security Policy

OWASP - Must Have Security	Vendor Solution Capability as tendered
Parameterize Queries	
Encode Data	
Validate All Inputs	
Implement Appropriate Access Controls	
Establish Identity and Authentication Controls	
Protect Data and Privacy	
Implement Logging, Error Handling and Intrusion Detection	
Leverage Security Features of Frameworks and Security Libraries	
Include Security-Specific Requirements	
Design and Architect Security	
<i>Reference:</i> <a href="https://www.owasp.org/index.php/OWASP_Proactive_Controls#tab=OWASP_Top_Ten_Proactive_Controls">https://www.owasp.org/index.php/OWASP_Proactive_Controls#tab=OWASP_Top_Ten_Proactive_Controls</a>	



<b>Secure interface for future extension - application shall provide a secure and adequately documented interface (or API) that allow future extensions:</b>	<b>Solution/Mitigation Proposed</b>
Externalization of security functions, such as user management and external reporting;	
Integration with web security tools such as WAM/WEBSSO);	
Development of extensions such as mobile applications;	
Strong authentication devices (Multi-factor authorization ready);	
Digital signature components;	
Other input/output functionalities.	



Design Principle/Threat	Solution/Mitigation Proposed
Vulnerability - Interception of Data in transit (inadequate encryption)	
Requirement - Use of least Privilege	
Requirement - Runtimes with "sandbox" segregation per application	
Vulnerability - Buffer Overrun	
Vulnerability - Memory Overflow	
Vulnerability - Cross Site Scripting (XSS)	
Requirement - Implementation of Canonical Data Formats	
Requirement - Avoidance of string concatenation for Dynamic SQL statements	
Requirement - Best Practice Data Encryption, Security Verification and Key management	
Requirement - Best Practice Secure Web Services/API's (Internal and External)	



Vulnerability - Denial of Service	
Requirement - End User - Security Training	
Requirement -Security hardening checklist - Network + Server + App server + client	
Requirement - Product Deployment, update controls	
Requirement - Application firewall recommendations	
Vulnerability - Directory Indexing	
Vulnerability - Best practice anti-automation to prevent brute force attacks	
Requirement - Session expiry	
Requirement - Work in progress autosaving with expiry	
Requirement - User information sharing permissions controlled	
Requirement - Error Handling - Application, underlying systems or dependencies performance issues or errors shall be handled by the application in order to provide friendly message,	



and to avoid any system information disclosure	
Requirement - Supply Required network architecture to support the system as tendered	
Requirement - Supply detailed network data flow diagram to facilitate configuration and security setup, including date, type, source, destination, ports etc.	
Requirement - Remote Support - Proposed controlled access to production data	
Requirement - Contract provision to report to the CIG, any security breach on vendor supplied technology	
Requirement - provide evidence of an established internal Information security management system	
Requirement - Vendor Employee/ Developer's screening and compliance procedures	
Requirement - Supply detailed documentation - Coding Customization - Backup for operational integrity and Disaster Recover planning	





**Appendix D: Requirements Evaluation Criteria**

<b>Software Functionality</b>	<b>Vendor Solution Capability as tendered</b>
Web-based Application	
Electronic Document Management and Archiving. The government does have existing electronic content management solutions which may be adapted and augmented	
Document Upload, Viewing, Editing and Annotating	
Workflow/Document Collaboration	
e-Forms	
e-Signatures. The Electronic Transaction Law (2003 Revision) recognizes a wide variety of electronic signatures	
Document Capture and Imaging	
Document Conversions (e.g., Word to PDF)	
Integrated Document Archive and Retrieval	



E-mail Archiving and Management (Sync with MS Outlook)	
User Definable Business Rules	
Digital Signature Capture and Security	
Reporting Tools	
Back-Up Solutions	
Interface Capability with Oracle Based Products	
While some data will be stored in and managed from the existing Oracle databases, additional databases will have to be developed/implemented based on the needs of the solution. Synchronisation of some information may be necessary.	
Integration with Online Payment System	
Secure, Timely Retrievable Backups	
Ability to manage the matters of a board or committee through a user friendly interface. (Can be a bolt on module)	



Employers to be able to post job advertisements	
Job seekers can upload resumes in their areas of interest to inform decision makers of their availability and qualifications for existing jobs or advertisements	
Extensive measures should be in place to protect the data of individuals. Searches from employers will not yield any form of personal information without the expressed permission of the owner of that information	
Ability for employers to manage applications for potential candidates	
Archiving of historical job postings and applications	
Employers can submit work permit applications for prospective employees.	
Employers can submit payments for applications and work permits.	
Prospective employees can upload supporting documents, if required.	
Agencies/third parties (e.g., approved doctors, RCIPS, boards, etc) can upload documents needed for work permit applications.	
Immigration department can adjudicate work permits.	



Appeals can be requested and processed.	
Refunds can be processed.	
A dictionary of standard set of calls and responses to be used at the API to drive consistence and will incorporate those used by existing core modules.	



End User Criteria	Vendor Solution Capability as tendered
User Friendly (Intuitive, Simple to learn)	
Security Features (e.g., single user lockout, permissions-based access, group level access, Windows pass-through authentication)	
Ability to create workspaces for sorting documents according to the work permit submitted	
Ability to track the history of document creation and usage (e.g., audit trail provided, read only access)	
Extensive search capability (e.g., multiple types of searches, keyword searches, drill down capabilities)	
High level of training and user support (e.g., Subject Matter Expert training, onsite training, refresher training, help menus, "cheat sheets", online manuals)	
Compatibility with other systems (interfaces/integration with Trade & Business and NWDA)	
Ability to scan documents into the system and direct import ability	



Automated, flexible expiration mechanism	
Remote accessibility	
Single sign on would be used to gain access to Job Portal and Work Permit Portal.	
Employers would setup their account in the system and include the following:	
a. Company name and address	
b. Trade and business reference (if required)	
c. Accreditation details	
A system review of the employer setup would be performed post setup (e.g., end of day, weekly, monthly)	
Users would setup their account and include the following:	



a. Name, address and contact details.	
b. Status (e.g., Caymanian, Permanent Resident, Married to a Caymanian*).	
c. Unique identifier* would be assigned to the user	
Extensive user definable search tools and are necessary for proper end user and administration support. There should be the capability to specify and manage data tags to facilitate analysis and searches.	
Notification tools will be required to alert potential job seekers of posted jobs or upcoming opportunities.	
A user definable dashboard	
User experience to encourage confidence through responsiveness, system performance specifications (excluding public network transit) at 95% load to include:	
a. Total transaction time: Indicates the multi-step user transaction from committing request to response returned is complete.	
User information sharing to be user controlled permissions based	

## Points Allocation



<b>Requirements</b>	<b>Meets Minimum required (Y/N)</b>	<b>Eliminating</b>	<b>Most Secure (100%)</b>	<b>Second 70%</b>	<b>Third 50%</b>	<b>Max Points</b>
Security requirements		Y				10
Must Have - Software Functionality		Y				7
Must Have - End User Criteria		Y				7
Immigration Process Flows Requirements		Y				10
NWDA Requirements		Y				7
Overall business Fit for purpose						4

