

**REQUEST FOR EXPRESSIONS OF INTEREST
(FIRM CONSULTING SERVICES)**

**Republic of the Marshall Islands (RMI)
Digital RMI Project
P171517**

Assignment Title: Digital Transformation Implementation

Reference No.: MH-DIDA-476797-CS-QBS

The Government of the Marshall Islands (RMI) has received financing from the World Bank to establish, develop and deliver digital transformation to facilitate access to online government and private sector services.

The Government has recently contracted a consultant to firm to deliver:

- 1 An assessment and analysis of the current state of the RMI ICT ecosystem focusing on 4 areas:
 - (a) the RMI Government systems that cloud services can replace;
 - (b) the RMI Government data landscape;
 - (c) the RMI Government identification and verification datasets; and
 - (d) the existing RMI payments infrastructure (public and private sector);
- 2 A future state roadmap and cost forecast for the proposed ecosystem for the RMI Government (for areas a, b, and b), and in respect of area d above the broader public and private sector; and
- 3 An implementation and migration plan, including support and operations plan for the new services, defining any new support frameworks or processes required for operational support including capacity building and training.

Government now has an agreed Digital RMI Future State Roadmap and has a multi-year timeline to implement the key enablers to commence an economy wide digital transformation. The RMI Government now seeks a suitably qualified firm to implement Stage One of this plan.

The detailed Terms of Reference (TOR) for the assignment can be found at the following link: <https://digitalrmi.com/opportunities/> or supplied on request to the Project Officer galbert@digitalrmi.com

Division of International Development Assistance (DIDA) now invites eligible firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. Key Experts will not be evaluated at the shortlisting stage

Shortlisted firms will be provided the 2024 as-is report and the 2024 future state roadmap as well as the Government's implementation plan to use as the key basis of responding to a Request for Proposal as part of a Quality based selection, two envelope process.

Firms will be shortlisted based on meeting the shortlisting criteria and then evaluated based on the Desirable Criteria outlined in the TORs

1 The Shortlisting criteria is:

- 1.1 Recent¹ experience in advising the Government of one or more small island developing states² (SIDS) on one or more of the following:
 - (a) an assessment of its current digital environment, maturity and status;
 - (b) advising on its future digital roadmap and development;
 - (c) developing an implementation program for digital change in the state's Government; or
 - (d) implementing digital change in the Government.
- 1.2 Prior experience in successfully deploying Microsoft solutions (MS365, Exchange and Azure) in at least one country across organizations in Government using the Microsoft deployment methodologies and toolset.
- 1.3 Experience in designing and undertaking a consultation process to identify government business requirements and translating this into technical and commercial outcomes with stakeholders.
- 1.4 Understanding of the principles of digitization through the Microsoft set of technologies and its implications on all the following competencies.
 - (a) Data protection & privacy
 - (b) Cybersecurity
 - (c) E-Government Service
 - (d) Citizen Services
- 1.5 Relevant commercial experience in advising and developing enterprise cross-government Microsoft licensing agreements with a deep understanding of the design of all-of-government licensing operating models

¹ Recent experience means the relevant work was completed no earlier than 28 February 2022.

² SIDS means any of the 39 small island developing states listed on the UN small island developing state list at this URL <https://www.un.org/ohrls/content/list-sids>

- 1.6 Advanced knowledge of digital ID systems for online transactions, including of emerging technologies related to federated and decentralized ID schemes.
 - 1.7 Practical knowledge and understanding of legal and ethical aspects of information technology.
 - 1.8 Demonstrated experience in evaluating security issues and concerns and implementing practical solutions.
 - 1.9 Knowledge of payments infrastructure in both public and private sectors, and knowledge of the development and implementation of Digital Payment processes.
 - 1.10 Demonstrated Data analysis and optimization for government's data landscape to drive efficiency and contribute effectively to the digital transformation initiative
 - 1.11 The project, Change, Governance, Training and technical capability to deliver an end-to-end outcome as a supplier
- 2 The firm must also be able to demonstrate the following Technical Capability:
- 2.1 Microsoft Gold Partner status or similar, with specialization in Microsoft 365, Exchange and Azure
 - 2.2 Experience in delivering complex projects in the Government sectors, specifically Microsoft 365, Exchange and Azure platforms
 - 2.3 Demonstrable capability in delivering end-to-end architecture, design and project implementation services across multiple government agencies or equivalent businesses on the Microsoft platforms, including the provision of Government-level cybersecurity architecture and technical controls in a secure Microsoft environment

Firms that meet the above Shortlisting Requirements will then be invited to submit a two part proposal (technical and financial) which will be evaluated based on the desirable criteria listed in the TORs. Firms will get a higher consideration in demonstrating the relevant breadth or depth of their experience in relation to each of the desirable requirements.

The Consultant may associate with other firms to enhance their qualifications but should indicate clearly whether the association is in the form of a joint venture and / or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

Expressions of Interest must address the requirements indicated and must not be longer than 30 pages.

Only shortlisted Consultants will be invited to submit technical and financial proposals in accordance with the Quality Based Selection (QBS) method set out in the Procurement Regulations.

The attention of interested Consultants is drawn to paragraph 3.14, 3.16 and 3.17 of the World Bank's *Procurement Regulations for IPF Borrowers dated February 2025* ("the Regulations"), setting forth the World Bank's policy on conflict of interest.

Expressions of interest must be delivered in a written form to the address below (in person, or by e-mail) by no later than **5pm April 17, 2024 (RMI time)**.

Amata Kabua II

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Digital RMI

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cc to:

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Project Officer

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Republic of the Marshall Islands
MH-DIDA-476797-CS-QBS

Terms of Reference:

Digital Transformation Implementation
Consulting Services
Quality Based Selection (QBS)

Digital RMI Project (P171517)

A. Project Background

- 1 The Government of the Marshall Islands (RMI) has received financing from the World Bank to establish, develop and deliver digital transformation to facilitate access to online government and private sector services.
- 2 This assignment is a vital part of the Digital RMI Project, which has its development objective *“To expand access to the internet, promote private sector investment in climate resilient digital infrastructure, and establish the critical foundations for digital government services and the digital economy in the Recipient’s territory.”*
- 3 The Digital RMI Unit will be the lead implementation group of the RMI digital transformation plan. It will be also the central authority for digital strategy, governance, enterprise architecture, and delivery, as well as the primary interface to all government departments.
- 4 During 2024, the Government contracted a consultant to firm to deliver:
 - 4.1 An assessment and analysis of the current state of the RMI ICT ecosystem focusing on 4 areas:
 - (a) the RMI Government systems that cloud services can replace;
 - (b) the RMI Government data landscape;
 - (c) the RMI Government identification and verification datasets; and
 - (d) the existing RMI payments infrastructure (public and private sector);
 - 4.2 A future state roadmap and cost forecast for the proposed ecosystem for the RMI Government (for areas a, b, and b), and in respect of area d above the broader public and private sector; and
 - 4.3 An implementation and migration plan, including support and operations plan for the new services, defining any new support frameworks or processes required for operational support including capacity building and training.

- 5 As a result of this earlier work, the RMI Government has an agreed Digital RMI Future State Roadmap and has a multi-year timeline to implement the key enablers to commence an economy wide digital transformation. The Government now seeks a suitably qualified firm to implement Stage One of this plan.
- 6 This activity is focused on foundational capabilities across government information communication and administration, technology infrastructure, data resilience, and capacity building to deliver a sustainable, secure, and trusted digital ecosystem for the Republic of Marshall Islands. A subsequent further stage may be undertaken subject to satisfactory performance and based on funding availability and need.
- 7 Shortlisted consultants will be provided the 2024 as-is report and the 2024 future state roadmap as well as the Government's implementation plan to use as the key basis of responding to a Request for Proposal as part of a Quality based selection – two envelope process.
- 8 The firm shall report to the Director, Digital RMI Unit. The Director reports through the Office of the Chief Secretary (OCS), Government of RMI. The project is governed by a Steering Committee jointly chaired by the Minister of Finance, Banking and Postal Services and the Minister of Transport, Communications and Information Technology. The Director is supported by a Chief Digital Government Advisor who is a key interface to the successful firm.
- 9 The Digital RMI Project is well established. The Digital Unit has five staff and is supported by a Governance Advisor, Project Manager and Project Officer.
- 10 The Consultant who completed the initial roadmap and review will also be continuing to assist the Government in confirming assumptions made during the initial work. The objective of this work is to allow the Government to clarify requirements for the implementation stage. All relevant information will be made available to the shortlisted consultants at the request for proposal stage.
- 11 Applicants should note that the consultant who completed the initial work is not precluded from participating in the expression of interest (EOI) process.

B. OBJECTIVE

- 12 This activity aims to establish the critical foundations for digital transformation in RMI, ensuring a secure, scalable, and efficient digital government. A more detailed description of the project is outlined in the Future State Roadmap which will be provided along with the Current State report to respondents who meet the shortlisting criteria in para. 26.

The key objectives include:

- 12.1 **Modern Digital Workplace:** Enable a unified, modern digital workplace across government agencies by deploying Microsoft 365, enhancing collaboration, and ensuring secure digital communication

- 12.2 **Cloud Infrastructure Development:** Establish a centralized, secure, and scalable government cloud to host key applications, services, and datasets, ensuring sustainability and cost-effectiveness
- 12.3 **Enhanced Data Security and Governance:** Strengthen data security and governance frameworks, ensuring compliance with best practices while enabling the safe storage and exchange of information across government entities
- 12.4 **Process Optimization and Automation:** Digitize and automate key government processes to improve service efficiency, reduce administrative burdens, and streamline citizen engagement.
- 12.5 **Capacity Building and Digital Skills Development:** Provide targeted training programs and mentorship initiatives to equip government personnel with the necessary digital skills, fostering a culture of digital innovation and resilience.
- 12.6 **E-Services Enablement:** Develop and deploy digital government services, prioritizing citizen-centric e-services that enhance accessibility, responsiveness, and inclusivity.
- 12.7 **Governance and Enabling Policy-Frameworks for all of government:** Support the development of a Program Management Office (PMO), digital governance frameworks, and regulatory policies to guide and sustain long-term digital transformation efforts.

C. SCOPE OF WORK

- 13 The contracted firm will be responsible for implementing the following components.
- 14 **Deployment of Government-wide Workplace Tools:** Implementing Microsoft 365, rolling out secure device management, conducting training, and driving adoption across government agencies as outlined in the Digital RMI Future State Roadmap. This includes, but is not limited to,
 - 14.1 **Office 365 and its applications.** Implementing Microsoft 365, rolling out secure device management, conducting training, and driving adoption across government agencies.
 - 14.2 **Cloud infrastructure.** Designing and implementing a centralized government cloud for the RMI based on Microsoft Azure, migration planning, and security framework implementation including a comprehensive adoption and migration roadmap, security frameworks, identity management, and phased application migration.
 - 14.3 **Network and Devices to support 14.1 and 14.2**
- 15 **Implementation of associated support practices to the new platforms rolled out in 14.** These include

- 15.1 **Modernizing government digital workflows.** Prioritizing and implementing digital workflows for key government functions using low-code/no-code platforms.
- 15.2 **Enhancing cybersecurity resilience.** Using the new tools and training.
- 15.3 **Improving interoperability between government systems,** Using new tools and training.
- 15.4 **Fostering a culture of digital adoption** through targeted change management and capacity-building initiatives. Supporting government personnel in adopting and integrating new digital tools and systems to achieve transformation. This will include structured training programs, mentorship initiatives, stakeholder engagement, and hands-on workshops to drive sustainable change and ensure the successful implementation of digital initiatives.
- 16 **Implement Data Security and Governance Model:** Developing policies and frameworks for secure data management, including initial digitization of government data and/or datasets to develop digital Identification capabilities (registries are an example).
- 17 **Deliver Foundations for Government wide Digital ID.** Design and implement data initiatives to develop a capability for digital identification, in particular the strengthening of registries across the government ecosystem to assure the foundation of the Digital Identity architecture to facilitate E-services development.
- 18 **Online payments.** Delivery the initial payment gateway to allow Government to accept scheme-based credit card payments online and facilitate a longer-term model that meets the needs of private and public sectors.
- 19 **Delivery of key policy frameworks** suitable for a modern digital Government. For example, this includes access across Government to shared files, email, calendars and risk-based security settings that can be applied across Government.
- 20 **Implementation of fit for purpose Governance:** Support the development of a Program Management Office (PMO) for government to ensure the sustainable development of the government's digital journey in a coordinated fashion.
 - 20.1 streamlining service delivery,
 - 20.2 ensuring compliance against agreed policies and legal requirements, and
 - 20.3 enabling a more agile and responsive digital government framework.

D. TIMELINE FOR WORK AND EXPECTED COMMITMENT

- 21 This is a significant piece of work that is expected to take place over no longer than 18 months and involve significant time in the Marshall Islands to implement.

- 22 Respondents should consider how they would support with time in country and remotely and consider suitability and time zone of key resources that would be used to support the project.
- 23 Respondents should also note that travel to the Marshall Islands typically involves travel through the USA and staff would need to have necessary visas required for transit in addition to appropriate visas for the Marshall Islands.

E. CONSULTANT’S REPORTING OBLIGATIONS AND DELIVERABLES

- 24 The project is a lump sum payment based on the completion of milestones. The milestones are based on the delivery of scope items 14 through to 20 above.

25 Stage 1 Delivery Timeline and Payment Schedule

<i>Deliverable</i>		<i>Due date</i>	<i>Payment percentage</i>
<i>1. Establishment of PMO and workplan</i>		<i>Month 1</i>	<i>10%</i>
<i>2. Delivery of Office 365 and applications</i>	<i>2.1 Completion of Audit</i>	<i>Month 3</i>	<i>45%</i>
	<i>2.2 Completion of Tenancy & Security Foundations</i>	<i>Month 7</i>	
	<i>2.3 Delivery of 365 Collaboration tools</i>	<i>Month 5</i>	
	<i>2.4 Delivery of Feature Uplift and Data Migration</i>	<i>Month 10</i>	
	<i>2.5 Delivery of endpoint Management + SOE</i>	<i>Month 13</i>	
<i>3. Delivery of Cloud Policy and Architecture</i>	<i>3.1 Cloud first approach and architecture</i>	<i>Month 5</i>	<i>3%</i>
	<i>3.2 Network design</i>	<i>Month 3</i>	
<i>4. Delivery of Secure Data Model</i>	<i>4.1 Deliver Data Security, Policies and Guidelines</i>	<i>Month 7</i>	<i>4%</i>
	<i>4.2 Complete Data Analysis</i>	<i>Month 15</i>	
<i>5. Delivery of New Government Websites</i>	<i>5.1 New Government Website Delivered</i>	<i>Month 12</i>	<i>4%</i>
<i>6. Digital ID Infrastructure</i>	<i>6.1 Digital ID Design and Delivery Readiness Completed</i>	<i>Month 5</i>	<i>10%</i>

	<i>6.2 Deliver of Federated Digital ID Solution</i>	<i>Month 10</i>	
<i>7. Digital Payments</i>	<i>7.1 Deliver roadmap for simple online payments</i>	<i>Month 3</i>	<i>4%</i>
	<i>7.2 Implement simple online payments for Government</i>	<i>Month 9</i>	
<i>8. Support Tools</i>	<i>8.1 Deliver agreed service support tools to local partner</i>	<i>Month 7</i>	<i>5%</i>
	<i>8.2 Completion of training and handover of support tools</i>	<i>Month 15</i>	
<i>9. PMO Implementation and support</i>	<i>9.1-9.4 Quarterly Review</i>	<i>Quarterly</i>	<i>15%</i>
	<i>9.5 Final Report</i>	<i>Month 15</i>	

E. MANDATORY AND DESIRED SKILLS, QUALIFICATION AND EXPERIENCE

- 26 The following minimum qualifications and experience of the firm are required and will be used to evaluate the expressions of interest and create a shortlist of respondents who will be then asked to respond to a Request for Proposal.

MANDATORY REQUIREMENTS

- 27 The 'Firm' must have experience in
- 27.1 Recent³ experience in advising the Government of one or more small island developing states⁴ (SIDS) on one or more of the following:
- (a) an assessment of its current digital environment, maturity and status;
 - (b) advising on its future digital roadmap and development;
 - (c) developing an implementation program for digital change in the state's Government; or
 - (d) implementing digital change in the Government.
- 27.2 Prior experience in successfully deploying Microsoft solutions (MS365, Exchange and Azure) in at least one country across organizations in Government using the Microsoft deployment methodologies and toolset.

³ Recent experience means the relevant work was completed no earlier than 28 February 2022.

⁴ SIDS means any of the 39 small island developing states listed on the UN small island developing state list at this URL <https://www.un.org/ohrrls/content/list-sids>

- 27.3 Experience in designing and undertaking a consultation process to identify government business requirements and translating this into technical and commercial outcomes with stakeholders.
- 27.4 Understanding of the principles of digitization through the Microsoft set of technologies and its implications on all the following competencies.
 - (a) Data protection & privacy
 - (b) Cybersecurity
 - (c) E-Government Service
 - (d) Citizen Services
- 27.5 Relevant commercial experience in advising and developing enterprise cross-government Microsoft licensing agreements with a deep understanding of the design of all-of-government licensing operating models
- 27.6 Advanced knowledge of digital ID systems for online transactions, including of emerging technologies related to federated and decentralized ID schemes.
- 27.7 Practical knowledge and understanding of legal and ethical aspects of information technology.
- 27.8 Demonstrated experience in evaluating security issues and concerns and implementing practical solutions.
- 27.9 Knowledge of payments infrastructure in both public and private sectors, and knowledge of the development and implementation of Digital Payment processes.
- 27.10 Demonstrated Data analysis and optimization for government's data landscape to drive efficiency and contribute effectively to the digital transformation initiative
- 27.11 The project, Change, Governance, Training and technical capability to deliver an end-to-end outcome as a supplier
- 28 The firm must also be able to demonstrate the following Technical Capability:
 - 28.1 Microsoft Gold Partner status or similar, with specialization in Microsoft 365, Exchange and Azure
 - 28.2 Experience in delivering complex projects in the Government sectors, specifically Microsoft 365, Exchange and Azure platforms
 - 28.3 Demonstrable capability in delivering end-to-end architecture, design and project implementation services across multiple government agencies or equivalent businesses on the Microsoft platforms, including the provision of

Government-level cybersecurity architecture and technical controls in a secure Microsoft environment

- 28.4 Demonstrable project delivery capability in deploying technology portfolio projects, including managing risk and multiple stakeholder's expectations for delivery
 - 28.5 Demonstrable change management expertise to manage the impact of projects on people and devising intervention and support solutions to ensure success
- 29 Additionally, the firms must have the following capabilities:
- 29.1 Individuals with Microsoft certification and experience in security, configuration, deployment and support of the Microsoft Azure cloud
 - 29.2 Individuals with Microsoft certification and experience in configuration, implementation and support of the Microsoft 365 applications and platform.
 - 29.3 Individuals with Portfolio and Project Management certifications with experience in delivering complex projects
 - 29.4 Individuals with Change management Certification and communication backgrounds
 - 29.5 Individuals with Business Analysis certification and experience in business requirement definition for the Microsoft and Azure platforms.
 - 29.6 Individuals with Digital ID and Digital Payment experience

DESIRABLE REQUIREMENTS

- 30 The following requirements are desirable and will be used to evaluate the proposals from firms who that pass the above mandatory requirements and are invited to provide a proposal.
- 30.1 Recent experience⁵ in advising the Government of one or more small pacific island states⁶ on one or more of the following:
 - (a) an assessment of its current digital environment, maturity and status;
 - (b) advising on its future digital roadmap and development;
 - (c) developing an implementation program for digital change in the relevant state's Government; or
 - (d) implementing digital change in the Government
 - 30.2 Experience in one or more of:

⁵ Recent experience means the relevant work was completed no earlier than 28 February 2022.

⁶ Small Pacific Island state means a pacific island nation with a population of less than 150,000

- (a) presenting on the benefits of;
- (b) training on the use of; or
- (c) deploying of some or all the Microsoft toolset

to Government staff in one or more small pacific island states.

30.3 Experience of operating in complex environments, functionally, organizationally, and culturally

30.4 Experience advising clients on payment systems within the US payments regulatory system including use of the 'FedNow' Service