GOVERNMENT OF BERMUDA

Office of Project Management and Procurement

Office of Project Management and Procurement

ANNUAL REPORT 2025

For the Year Ending **December 31, 2025**



GOVERNMENT OF BERMUDA

Office of Project Management and Procurement

Office of Project Management and Procurement

ANNUAL REPORT 2025

For the Year Ending **December 31, 2025**

Project Management

Procurement

Contract and Compliance

2nd Floor, General Post Office Building, 56 Church Street, Hamilton HM 12

T: 441-297-7861 | **E:** procurement@gov.bm

Prepared by the Director of the Office of Project Management and Procurement

Design and pre-press production by the Department of Communications

Welcome

Welcome to the Office of Project Management and Procurement (OPMP).

As part of the Ministry of the Cabinet Office and Digital Innovation, OPMP offers project management and procurement guidance across Government. We strengthen governance, ensure compliance, promote value for money, and build professional capacity. These efforts support high-quality service delivery and consistent standards throughout the Government of Bermuda.

Statement of Compliance

The Director has prepared the Annual Report in accordance with the provision of the Act 1969 Article 32E of the Public Treasury (Administration and Payments) 1969 and Good Governance 2011 and 2012 Act.

The Director hereby wishes to submit the 2025 Annual Report for your information and presentation to Cabinet, the Annual Report of the Office of Project Management and Procurement (Hereafter known as the "Office").

About This Report

This Report outlines our strategic, operational, financial, and performance for the year ending December 31, 2025, in accordance with our mandate.

The Office's Advisory – Regulatory - Compliance Roles

Under Section 32B of the Public Treasury (Administration and Payment) Act of 1969.

The Office of Project Management and Procurement was established for the following principal purposes -

- to provide professional, qualified procurement expertise and advice to the Government.
- to ensure that there is no bias in the awarding of Government contracts.
- to identify and apply performance measures to ensure that the Government obtains value for money.
- to ensure that best practices are adhered to in the oversight of capital projects.
- To advise on, guide, and support the development of, and adherence to, procurement regulations, policy, and best practices.

Vision and Mission

Our Vision

Our Vision is based on transparency, integrity, value for money, competition, fairness, and sustainability principles.

Our Mission

We provide oversight and guidance on Project Management and Procurement to ensure transparency and Value for Money.

The Code of Practices for Project Management and Procurement Principles

The Office reinforced the following principles, which underpin the practice requirements of this Code:

a) Maximising economy, efficiency, and effectiveness in procurement.

b) Fostering and encouraging participation in procurements by contractors

c) Promoting competition among contractors for the supply of goods and services.

d) Providing for fair, equal, and equitable treatment of all contractors

e) Promoting the integrity of, fairness, and public confidence in, the procurement process.

f) Achieving transparency in the procedures relating to procurement; and

g) Employing sustainable procurement practices to achieve value for money by generating efficiency savings and good quality outcomes for the government and benefits society and the economy while minimising damage to the environment.

Code of Practice Second Edition July 2020 (www.gov.bm)

Table of CONTENTS

Welcome	1
Statement of Compliance	1
About This Report	1
Vision and Mission	2
Director’s Overview	4
Highlights in 2025	8
Financial Highlights	10
Operational Highlights	10
Performance Report	19
Other Statistics from 2025	30
Looking Forward – 2026	35

Director's Overview

Overview of 2025 Activities and Achievements

Welcome to the Annual Report from the Office of Project Management and Procurement (the Office). This report outlines our operational activities, strategic initiatives, and performance against budget from January 1 to December 31, 2025. It reflects our continued commitment to promoting government accountability, compliance, and excellence in project management and procurement.

Key Highlights from 2025:

- Our strategic focus on service delivery and professional development has improved project and procurement efficiency and secured better value for the Government and the people of Bermuda.
- Collaboration across Ministries and Departments was strengthened through shared services, enabling flexible and resilient support across the public sector.
- The Office continued to deliver high-quality advisory services in project management, procurement, contracts, and compliance, supported by exceptional customer service.
- We launched targeted training programmes, including the Public Procurement Professional Competency Training Programme (Pilot), and continued the Project Management Training, both aimed at building capacity in project delivery and procurement capability across Government.
- The Units are staffed with highly skilled professionals, significantly enhancing our capacity to manage complex project and procurement transactions and support departments more effectively.
- Departmental Project and Procurement Capability Reviews were introduced to assess and strengthen operational effectiveness.
- Minor renovations to our office space were completed, including the addition of a new kitchenette, which was well received by staff and colleagues.

Vision and Commitment

Our vision remains clear: to deliver value to Bermuda through outstanding project management and procurement capabilities. Our people are our greatest asset, and their dedication continues to drive our success. We thank all colleagues for their commitment and contributions throughout the year.

Looking Ahead

We will continue to build capacity across Ministries and Departments, expand our service offerings, and focus on delivering high-quality, value-for-money outcomes for the public sector.

We are optimistic about the year ahead. In 2026, the Office will continue to strengthen its capabilities in Project Management, Procurement, Contract Administration, and Compliance Services. Our focus will be on high-value, high-risk capital projects where strategic engagement—both before procurement and after contract award—can deliver the greatest impact. By supporting Ministries and Departments in contract management, we aim to ensure that procurement and contracted solutions meet public needs, drive innovation, and improve service quality and value for money.

Our commitment to openness, fairness, transparency, and compliance remains central. We will continue to build the capacity of Public Officers through targeted training, collaborative support, and the implementation of tools such as the Contract Register. Investments in technology, talent acquisition, and staff development will help establish world-class expertise in procurement and compliance. Benchmarking government capability will support continuous improvement and ensure alignment with the Public Service Strategic Plan 2024–2027 and its core values: Customer Centric, Future-Focused, and Promoting Prosperity.

We intend to expand our Advisory and Guidance Services if our resources permit us to support departments with complex projects and procurements. We continue to support the Ministry initiative to simplify procurement processes and improve local supplier engagements. Through initiatives such as the review of the Code, solicitation documents, and training public officers. We started the first cohorts to the Procurement training programme which will continue in 2026, and collaboration with the Departments, we also hope to further embed environmental responsibility into procurement practices into the process.

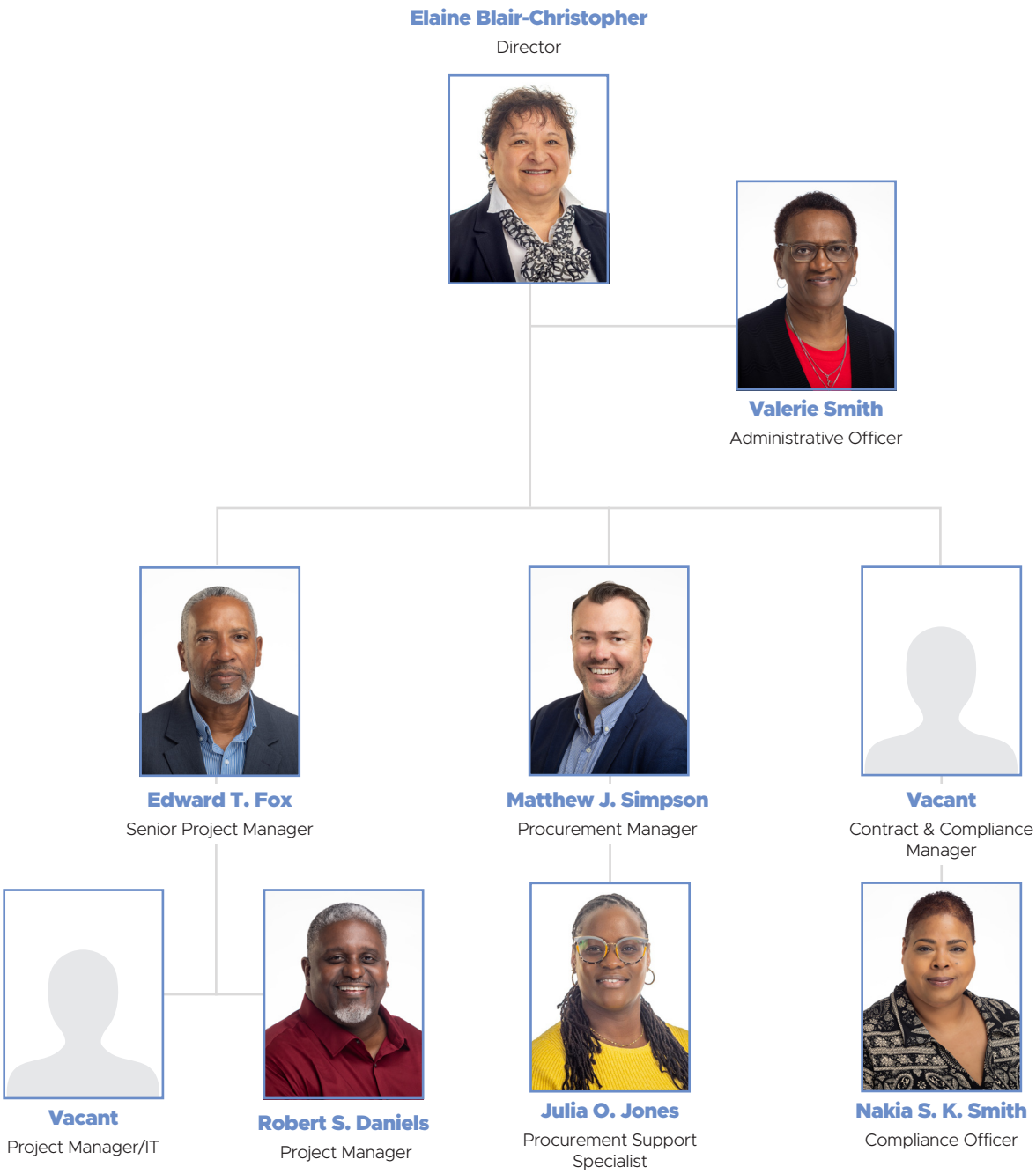
Our decision to publish the 2025 Annual Report electronically reflects our commitment to sustainability and accessibility. I look forward to working with all public officers and stakeholders to deliver meaningful value and improved outcomes for the people of Bermuda.

We look forward to another successful year!

Respectfully yours,

Elaine J. Blair-Christopher, MBA, CSCMP, C.P.M. and C.P.P.B.
Director

Meet the **TEAM**



Organisational – Structure

The Office's organisational structure remained unchanged from the previous year. Detailed information about the Office structure can be found in the PATI Statement at https://www.gov.bm/department/office-project-management-and-procurement. In 2025, we were unable to conduct the recruitment and selection processes for the posts Contract and Compliance Manager or Project Manager post. The Director continued to perform the services of this business unit.

Highlights in 2025

The Office of Project Management and Procurement (the Office), is a central project management and procurement hub within the Ministry of the Cabinet Office and Digital Innovation. Our purpose is achieved through prioritized department objectives outlined in the Budget Book and the Office's Business Plan. The Office oversaw capital projects and procurement activities to ensure they align with good governance practices, the Code of Practice for Project Management and Procurement (Code), internal policies, and standards.

Key components include good Governance practices related to Project Management, Procurement, Contracts, and Compliance. We provide oversight, advice, guidance, and conduct compliance reviews on capital projects and procurements to promote accountability across the Government based on the Code requirements.

The team also provides project management, procurement, and compliance training to help equip Public Officers with the tools and knowledge to perform at a high level by focusing on best practices and the rules. Their dual focus ensures project and procurement integrity and sharing project and procurement knowledge and insights across Ministries, Department and Public Officers.

In 2025, although we made significant progress in delivering our strategic priorities, as reflected by our performance measures, we faced several challenges along the way.

Budget and Funding

Limited budget and funding impacted on total operations and auxiliary offerings including training and hiring staff. Despite these constraints, the Office remained steadfast in its commitment to advancing government accountability and strengthening compliance in project management, procurement, and business-related services.

Recruitment and Staffing Levels

We have majority Bermudian and/or spouse of Bermudian and a mixed gender base workforce. The only posts unfilled were the Contract and Compliance Manager post and Project Manager post due to funding constraints.

Health, Safety and Welfare

The health, safety and welfare of our staff remained a key priority for us. There were no reported cases against the reporting of injuries, diseases, and dangerous occurrences. In support of our approach to employee health, safety and welfare, many staff participated in several key initiatives with a preventative rather than a reactive focus that the Government introduced under its wellness program.

In 2025, the Office completed minor renovations to its workspace, including the addition of a new kitchenette. This improvement has contributed meaningfully to staff well-being and workplace culture. The kitchenette supports healthier eating habits by providing staff with a space to store and prepare meals, reducing reliance on fast food and processed snacks. It has also contributed to improved staff satisfaction and morale, making the office a more pleasant and supportive environment.

Beyond health benefits, the kitchenette has enhanced productivity by saving time otherwise spent leaving the office for meals. Staff are also able to save money by preparing their own food rather than purchasing lunch daily. Importantly, space has become a communal area that encourages informal interaction, centralised local to important notices, helps to strengthen relationships and foster a more collaborative and connected team culture.

Working with the community

We are committed to engaging with our local communities and having a positive impact through supporting education and young people, employment, and enterprise. We continue to encourage and support staff to undertake volunteer work in their communities. The Office attended various sessions held by the Department of Workforce Development to support a range of initiatives. Following one of these sessions, we were delighted to host a summer student under the Youth Employment Program.

Achievements:

The Office continued to provide valuable professional advice and guidance to Public Officers, ensuring value for money in project and procurement activities. Public officers were empowered to conduct their jobs more efficiently and confidently by engaging with the Office, adhering to procurement regulations and global best practices.

Key Achievements:

Code Revision: Although the revision of the Code was not completed as planned in 2025, we anticipate releasing an Amendment to the Code in the first quarter of 2026, with a further revision anticipated for release by the end of the calendar year. Of particular consideration, as a dependent activity, were the new PIPA requirements for Departments and the need to harmonise the Code with the Financial Instructions. The Code has already undergone two reviews to ensure clarity and completeness: a Legal Governance Compliance Review and a Plain English Review by external professional service providers and internal stakeholders. However, after further consultation with the concerned parties, the next stage will be to consider simplifying its content for easier reading and use by Public Officers.

Compliance and Waiver Reviews: We conducted 74 Cabinet Memo/Contract Award Recommendation compliance reviews and processed 160 waiver requests in 2025, ensuring fairness and transparency in line with the government's aim of transparency and value for money.

Professional Contributions: The OPMP Team stayed up to date on project management and procurement technologies, trends, and innovations, supporting ministries in achieving their objectives through self-service, by reviewing global trends, and continuing to develop our staff's professional advice and guidance skills through mentorship and coursework. The Officers provided specific professional contributions in organisational leadership and expertise, supporting government initiatives and incentives that contribute to the "Economic Development Strategy 2023-2027" and Throne Speech initiatives. We also extended our expertise to other complex and time- sensitive projects and procurements.

Strategic Plan Alignment: We embraced the government's New Public Service Strategic Plan 2024-2027, which aims to enhance the lives of the people of Bermuda based on core values of being Customer Centric, Future Forward, and Promoting Prosperity. Our

business plan now includes the overall vision, mission, core values, and goals of the Public Service Strategic Plan.

Strategic Sourcing and Negotiations: We advised Public Officers on strategic sourcing solutions and negotiations.

Training of Public Officers: Training of Public Officers: In line with our mandate, we have increased the professional capacity of Public Officers through facilitated learning. This included the launch of our Pilot Public Procurement Training Programme for thirty (30) Public Officers. This provided individuals with the requisite tools and skills to plan and execute their respective roles and responsibilities. To this end, we delivered a total of nine (9) training sessions this year to ninety-two (92) Public Officers to build their capacity in project management and procurement using best practices and industry standards.

Challenges and Risk Management:

The Office faced various challenges that affected our performance and delivery across business units. These challenges, often caused by external factors, required us not only to shift focus, but to re-prioritise and re-engineer our approach across Ministries especially where "reform initiatives" are prevalent. Our efforts were refined to improve delivery of our professional services in order to maintain effectiveness. Despite these challenges, the Office continued to guide Public Officers in strategic project approaches and procurement practices, ensuring positive momentum and optimum outcomes.

In all matters involving challenges and risks, the Office's senior managers and their staff exemplified fortitude and resilience, meeting them head on. The Director and officers realise the value of creativity, commitment, and collective effort that is essential to carry out the mandate of the department.

Financial Highlights

The Office operated within its allotted budget and met its core administrative and management demands. Most of the Office's budget is allocated to salaries, with minor operational expenditures. Throughout the year, ongoing concerns about funding for staffing and other resources persisted.

Capital – Funding for Case Management. We were unable to purchase the case management system due to constrained capacity, and a more detailed needs assessment across all business units was required to ensure we acquired the appropriate system for this office.

Operational Highlights

The Office played a pivotal role in overseeing government projects and procurements. Here are the key operational highlights for 2025:

Key Activities and Achievements

These formed the core of the Offices' operations and were designed to ensure efficient and effective management of procurement and project management processes while also promoting professional development and compliance with international standards. This

year, we grouped our activities based on the new public service strategic plan 2024 – 2027 to ensure we continued to enhance the lives of the people of Bermuda.

Act Strategically

Oversight and Guidance: OPMP provided central oversight, strategic advice, and guidance on all capital project and procurement matters across Government. During the reporting period, the Procurement Unit alone supported over three hundred (300) recorded cases—ranging from strategic input on procurement approaches to detailed reviews of solicitation documents. Increased early engagement with Public Officers enabled the team to recommend appropriate routes to market and deliver more effective, tailored procurement solutions.

Public Service Capacity Building: The Office designed and delivered training programmes to upskill Public Officers involved in project management, procurement, and purchasing, ensuring they meet the requirements of all governing policies. In 2025, we successfully launched the Pilot Procurement Training Programme in partnership with the National Institute of Governmental Purchasing (NIGP). Beginning in Q3 2025, the programme enrolled 30 Public Officers and offers a comprehensive learning experience through online self guided modules, a suite of learning resources, in person sessions with the OPMP team, and several NIGP supported lunch and learn events. This initiative strengthens procurement capability across Government and supports consistent, professional standards.

The online self-paced learning modules included are as follows:

- Introduction to Public Procurement
- Requirements Planning & Understanding
- Contract Management and Performance

The programme also includes curated lunch and learn sessions on the following topics:

- Procurement Planning
- Sustainable Procurement
- Specification Writing
- Evaluation
- Negotiation
- Procurement Ethics
- Contract Management and Administration

Additionally, Code of Practice for Project Management and Procurement Training session continued ensuring Authorised Public Officers were well informed about the Code and their specific responsibilities under it. The Project Management unit successfully conducted 4 half-day in-person training sessions for 24 middle and senior-level Public Officers. The training used hybrid methodologies based on PRINCE2 (UK) and Project Management Institute (PMI/US) best practices. These customized sessions ensured relevance and high impact for project execution amongst Authorised Public Officers.

Implementation of Project and Procurement Policies, Rules, and Guidelines: Strategic implementation of Project Management and Procurement policies, along with procurement guidance and notes. Guidance documents have been created and evolved to assist Public Officers in matters such as procurement methods, value thresholds, procurement planning, and evaluation. These resources are shared with Public Officers through our engagements and have been included within the Pilot Public Procurement Training Programme. Project Management Guidelines (the concise "How-to" guide for the Public Service) is continually utilised to support in-house Project Management training sessions. The Office is working on the latest iteration and intends to release the next version in Q4 2026.

Strategic Sourcing: The Office leads and supports strategic planning efforts to identify optimal procurement opportunities across key economic sectors, with emphasis on implementing framework agreements and approved contractor lists. During the reporting period, the Office supported the Information and Digital Technologies team in issuing a Request for Proposals for the Mobile Telecommunications Services Framework. We also advised the Bermuda Police Service on establishing Approved Contractor Lists through a Request for Supplier Qualifications for highly secure IT work, ensuring that only suitably qualified vendors were considered at each stage. We will continue to guide Ministries and Departments on opportunities to strengthen procurement outcomes through the use of framework agreements.

Compliance Audit: Contract and Compliance unit within this Office is responsible for developing a compliance monitoring framework to assess contract administration activities across Government and for leading the establishment of an attestation regime to strengthen adherence to the Code of Practice for Project Management and Procurement.

During the reporting period, staffing constraints limited the delivery of standalone Contract and Compliance audits and training. However, core compliance content was incorporated into Code of Practice training delivered jointly with the Procurement Unit. The Compliance Unit also advanced OPMP's PIPA-readiness efforts through systematic reviews and ongoing improvements to departmental data-protection practices.

Be Customer Centric

Best Value: The Office maintained a strong focus on achieving value for money through fair, transparent, and accountable procurement processes that support the best outcomes for the Government and the people of Bermuda.

During the reporting period, more than three hundred (300) recorded matters demonstrated our commitment to value, fairness, and transparency. We remained customer-focused by responding to all inquiries within two (2) business days and offering flexible engagement options, including face-to-face and virtual meetings.

Training: The Office provided practical, accessible project management and procurement training designed to strengthen the knowledge and skills of Public Officers. Our programmes use a range of delivery methods to meet diverse learning needs and ensure that content is relevant, applicable, and aligned with the Code of Practice.

During the reporting period, this mandate was advanced through the delivery of Introduction to the Code training sessions, which offer an overview of procurement

procedures, methods, and techniques. In addition, the Pilot Procurement Training Programme continued to expand learning opportunities through a blended approach that includes face-to-face sessions with the OPMP team, online self-paced modules, and several NIGP-supported lunch-and-learn sessions. Together, these offerings support consistent application of procurement standards and build capacity across Government.

Service Excellence: The Office continued to be committed in delivering service excellence through a customer-centric approach that emphasises professionalism, clarity, and timely support. Throughout the year, the Office consistently provided high-quality advice and guidance, reflected in positive feedback from Ministries and Departments noting our effective communication, professionalism, and responsiveness.

We met our internal performance measures for the review of Cabinet Memos/Contract Award Recommendation and maintained strong response times for the review of solicitation documents, reinforcing our focus on dependable, high-standard service delivery across Government. **93%** of our reviews were completed within target timelines.

Put People First

The Office worked closely with stakeholders to design training programmes that address real challenges, build buy in, and ensure a people centred approach to learning and development. Through ongoing conversations with Public Officers, we gather insights into their needs, which directly inform the training opportunities we deliver. Feedback is collected after every session and used to continuously refine our offerings. For example, collaboration with DEOD helped enhance engagement in our *Introduction to the Code* sessions. Topics selected for the lunch and learn series within the Pilot Public Procurement Training Programme were based on areas Public Officers identified as priorities for their development. The inclusion of self paced online modules was also intentional—providing flexibility and ensuring that learning integrates seamlessly with officers' day to day roles

Code Awareness and Training for Accounting and Authorised Officers:

This Office ensured that Public Officers understand the requirements of the Code of Practice for Project Management and Procurement and the roles and responsibilities associated with its implementation. Training is designed to provide practical, applicable knowledge in project management and procurement, using content that is well-founded, accessible, and aligned with everyday operational needs.

In 2025, the Procurement Unit delivered nine (9) sessions of Introduction to the Code training to ninety-two (92) Public Officers. Participant feedback was overwhelmingly positive, with an average satisfaction score of 93%, reflecting the relevance and quality of the training provided.

Professional Focus and Direction: Promote Professional growth of Public Officers across Ministries.

This Office launched the Pilot Public Procurement Competency Training Programme with our partners the National Institute of Governmental Purchasing (NIGP) in the United States. This pilot programme was designed for an initial cohort of 30 Public Officers from across the Public Service and will continue into the second quarter of 2026. It provides a valuable opportunity for Public Officers to strengthen their procurement capabilities through online self-guided modules, a range of comprehensive learning materials, face-to-face sessions

with the OPMP team, and several NIGP-supported lunch and learn sessions.

The NIGP serves as this Office's strategic training partner for the Pilot Public Procurement Competency Training Program. NIGP provides the core learning framework, online modules, and professional development resources that underpin the programme.

Specifically, NIGP's role includes:

- Curriculum and Content Provider:
- Professional Membership and Resources:
- Facilitation of Expert Learning Sessions:
- Professional Pathways and Career Development:

Through this partnership, NIGP enhances the programme's quality, credibility, and long-term value, helping to build a skilled and professionally aligned procurement workforce across the Bermuda Public Service.

The programme also gives participants access—at no additional cost—to the National Institute for Government Purchasing (NIGP) learning management system, enabling them to pursue further training on a wide range of topics aligned with their roles and procurement specialisms.

Professional Development by developing the Workforce Competencies in Procurement

The Office continued to be committed to building the capability and expertise of project managers, procurement practitioners, and the OPMP team by fostering a culture of continuous learning and professional growth. We sought and developed strategic partnerships with professional bodies and institutions to strengthen development pathways across Government. As previously mentioned, through the NIGP Pilot Public Procurement Competency Training Programme, cohorts gained a strong foundation in procurement principles and practices. Upon completing the programme, participants will continue to have opportunities to progress their learning through additional NIGP) courses, which may lead to a professional designation if they choose to pursue it. NIGP also provides structured workforce development pathways—career roadmaps that support participants based on their current roles and future aspirations within the procurement profession. We also partnered with National Association of State Procurement Officials (NASPO) through a corporate membership which gives Public Officers additional access to Procurement U online training, UPPCC Certificate support, conferences, and other events. The NASPO website will provide additional options for Public Officers interested in obtaining additional training in specific procurement areas.

Summer Student from the Department of Workforce Development's Youth Employment Program.

The summer of 2025, we were pleased to participate in the Department of Workforce Development's Youth Employment Programme. We had the honour of welcoming MaKayla Abbott, a Bermuda High School student, to the team as a summer intern.

Throughout her placement, MaKayla demonstrated strong enthusiasm, professionalism, and intellectual curiosity. She dedicated significant time to shadowing the Procurement Unit, gaining meaningful exposure to procurement processes, and engaging with a wide range of clients and stakeholders.

When reflecting on her experience, MaKayla shared:

"My summer internship with the Project Management and Procurement team was a great experience. The team were really welcoming and took the time to talk me through different tasks. I also really enjoyed getting to meet people in various meetings and having the opportunity to experience the work firsthand."

The Office is proud to maintain a predominantly Bermudian workforce with expertise spanning administration, procurement, project management, contract, and compliance. We remain committed to creating opportunities for young Bermudians to gain practical experience within the public sector. We look forward to continuing this initiative, which supports the development of the next generation of professionals who will contribute to Bermuda's future.

Affect Digital Transformation

The transition to digital transformation in procurement continues to evolve. Through our enhanced training offerings, we are increasing engagement and capacity to enable this transition. When affecting transformation, a people-centric approach is central and the foundational block being put in place to enable a more streamlined evolution. Implementation has been deferred to 2026 and will focus on key Departments to demonstrate the added value such a solution can offer.

Utilise e-learns in our training curriculum to provide a range of learning methodologies, including self-guided learning with the help of DEOD and our industry partners. Through our partnership with NIGP we are able to offer three (3) self-paced flexible e-learning modules and six (6) virtual webinars to build our digital learning offering. All digital learning materials included are readily available to our participants throughout the programme to ensure a flexible approach to learning. Utilising the NIGP learning management system provides complementary access to their comprehensive library of educational webinars focused on the latest trends impacting the profession. We will continue to actively seek out further opportunities to build on this in the coming years, where budget permit.

Whilst we have been able to embed digitisation and technology in our development programmes, our aim of implementing technology into our wider practices remains ongoing. The digitisation of the case management and procurement workflow has been impacted by resource and funding constraints. Foundational work has been conducted, including tracking reviewed cases in units to better understand our data ahead of full digitisation. We remain committed to continuing to evolve and build our digital infrastructure where resources and funding permit.

Progress continues to be made with the electronic waiver platform. The office has been working with IDT regarding workflows and reporting to ensure the platform is fit for purposes and meets our evolving needs. Testing of the platform is ongoing ahead of implementation in 2026.

Deliver Excellence

Quality Assurance: We work toward models that promoted the delivery of high-quality deliverables and value for money through acceptable project and procurement practices by incorporating optimal procurement collaboration opportunities and suitable performance measures. We provided project and procurement quality assurance to enable the best short and long-term outcomes for the Government by working closely with public officers and reviewed high risk and value projects and procurements.

The team has been directly supported the Ministry of Health, Department of Health's initiatives, we also worked with the Ministry of National Security – Bermuda Fire and Resue Services and Bermuda Police Services and the Ministry of Public Works and Environment. Advised on specific processes as project and procurement environments are dynamic and challenging from a socio-economic standpoint. We continued transforming and enhancing the way the organisation engages with customers, in particular making tangible and measurable differences to departmental customer strategy, planning, and commercial operations outcome.

Customer Service: There has been a concerted focus this year on understanding our customers' needs, an imperative for delivering exceptional customer service. We have listened to our customers and have identified three key challenges around:

- The effectiveness of strategic engagement with the office
- The quality information made available
- Ease of doing business with us through consultation

In response to some of this feedback we restructured the Customer Service approach that focused on better understanding the concerns, challenges, and opportunities at the departmental level, and identifying their specific requirements and needs through a more collaborative and comprehensive approach. We provided Contract and Compliance Management, Project Management, and Procurement Support Services to help regulate and uphold business lines according to international standards and ensure compliance with the Code and other rules and regulations.

Streamlining Practices: Streamline Low, Intermediate, and High-Value Purchasing Practices for users. As part of our training in the Code, to assist Public Officers in the streamlining of practices, a simple one-page guidance document has been developed to supplement the Code. This high-level overview aids Public Officers in identifying the value thresholds and appropriate procurement methods for their requirements with references back to the Code for further detail as required. This guidance document has provided valuable in our early engagements with stakeholders, particularly those who are new to procurement and supplements our advice and guidance.

VALUE THRESHOLDS & PROCUREMENT METHODS								
	3-Tiered Low Value Procurement Section 11			**Intermediate Vlaue Procurement Section 12**	**High Value Procurement Section 13**	**Single Source Pro Section 14**		
Value Threshold	Less than $10,000	$10,000 to $49,999	$50,000 to $99,999	$100,000 to $249,999	$250,000 and over	$10,000 to $49,999	$50,000 to $99,999	$100,000 and over
Min. # of Bids	One (1) oral or written Bid	Three (3) oral or written Bids	Three (3) written Tender/Bids/ Proposals	Three (3) written Bids Can be an open or restricted competition	Competitive, Open, Restricted or Prequalification Procedures	One (1) written Bid		
Approvals	Authorized Officer	Authorized Officer	Authorized Officer, Accounting Officer and Ministerial Sign Off	Authorized Officer, Accouting Officer, Ministerial Approval, OPMP Endorsement	Accounting Officer, Cabinet and OPMP endorsement *Note: No requests for retroactive Cabinet approvals*	Accounting Officer and OPMP	Accounting Officer, OPMP and Ministerial Approval	Accounting Officer, OPMP and Cabinet *Note: No requests for retroactive Cabinet approvals*
Advertise Contact Specified Business (SB)	Adv. No SB. Yes	Adv. No SB. Yes	Adv. No SB. Yes	Adv. Yes SB. Yes	Adv. Yes	Adv. No SB. Yes		
Tendering Documents	Request for Quotations (RFQ) Over $50,000 to $249,999 or RFP			RFQ up to $249,999 or RFP	Request for Proposals (RFP) or Negotiated RFP	Request for Quotations (RFQ) Over $50,000 to $249,999 or RFP		
Published in the Official Gazette	No		Yes	Yes	Yes	No	Yes	Yes
Department Register of Contacts	No		Yes	Yes	Yes	No	Yes	Yes

This high-level overview should be read in conjunction with the Code of Practice for Project Management and Procurement.

GOVERNMENT OF BERMUDA

Office of Project Management and Procurement

Design a learning module to assist Public Officers with understanding the steps encompassed in the contract administration process. Investigate how we can provide specialised training in IT and construction procurement. *The Contract Management and Administration training will be developed and delivered in 2026 as part of the NIGP offerings.*

Focused Training

The Office continued to build the capacity and working knowledge of public officers across Ministries through customized courses and training. These initiatives were enacted between OPMP and DEOD training and will continue.

i) **Code of Practice for Project Management and Procurement (Code) Revision and enactment.** We planned and completed (5) or more in-house Code of Practice for Project Management and Procurement (Code) training. The Code training materials was further developed in 2025 based on feedback and consultation with DEOD and attendees. The training will continue to evolve with amendments made to the Code.

ii) **Embedding Project Management, Procurement and Compliance Training in Government Work Culture** – Professional **Certification Training**

- Projects In Controlled Environments PRINCE2,
- Project Management Institute (PMI) Project Management training (PMP/CAPM):
- Procurement certifications (NIGP, CIPS, Supply Chain Canada, ISM, NASPO)
- Certified Professional Contract Manager - NCMA (CPCM)

In-house PM tailored training - Project Management Orientation Programme,

PMOP 1030 -- A Structured Approach & 1031 Courses--Applied Project Management. Both are instructor led (8)-hour sessions over Two (2) consecutive days/ 3 Times/ year

Public Procurement Programme

The NIGP Public Procurement Training Pilot Programme was launched and provided a blended learning programme consisting of instructor-led and on-demand sessions (e-learning).

Compliance Training

Introduction to Compliance Training related to the Code. –Instructor led - twice per year. (not achieved due to staffing constraints)

These highlights reflect the Office's ongoing commitment to excellence in project management and procurement, despite the challenges faced throughout the year.

Performance Report

This year's performance overview outlines how our Office strived to meet its objectives and the core achievements we made despite facing several obstacles, we were able to meet most of our targets this year as shown in Table 1.

Table 1 - Performance Measures Summary

PERFORMANCE MEASURES SUMMARY				
Performance Measures for this Office				
Activity	**Output**	**Measure/Indicator**	**Target and forecasted**	**Outcome Impact**
Waiver Reports	Written Cabinet memo and waiver report	Accuracy and reliable	Quarterly	**Achieved**
Cabinet Memoranda compliance reviews are vetted within five days after receipt.	% of vetted Cabinet Memo completed within five days.	Track the date the Memo was received against the date the reply goes to the concerned Permanent Secretary (PS)	95% within five days	**Achieved 93%**
Provision Office Annual Report per the Act.	Produce the annual report	Submit to Minister and PS	Produce three months after the calendar year	**Achieved**
Efficient and effective administration of the Office Budget and Human Resource Processes	Monthly Performance reports (PR)	Submit PR to Accounting that are Accuracy and reliable	Monthly	**Achieved**
Train public authorities on project management and procurement best practices and procedures, and policies –*includes Code training and Project Management sessions	# of completed training sessions	The number of training sessions completed.	Five training sessions for this fiscal year	**Total of Nine Code Training and Four Project Management training sessions for a total of Thirteen**
Code of Practice for Project Management and Procurement (Code) updated every two years.	Update Code	Produced updated copy of the Code	Every two years	**Not achieved**
Train public authorities on Compliance best practices, procedures, and policies – Code	# of completed training sessions	The number of training sessions completed.	Five training sessions for this fiscal year	**Not achieved**

Reports: The output was a written Cabinet memo and waiver report. The measure of accuracy and reliability was set to be assessed quarterly. The outcome impact was 100%.

Cabinet Memoranda Compliance Reviews: The goal was to vet Cabinet Memoranda within five days after receiving supporting documentation. The measure was the percentage of vetted Cabinet Memos completed within five days, with the target set at 95%. The Actual output was 93%, suggesting that while most memos were vetted within the target time, there were some that took longer due to complexity or availability of staff. In other cases, there were circumstances beyond our control that affected cross Ministry resources and information sharing.

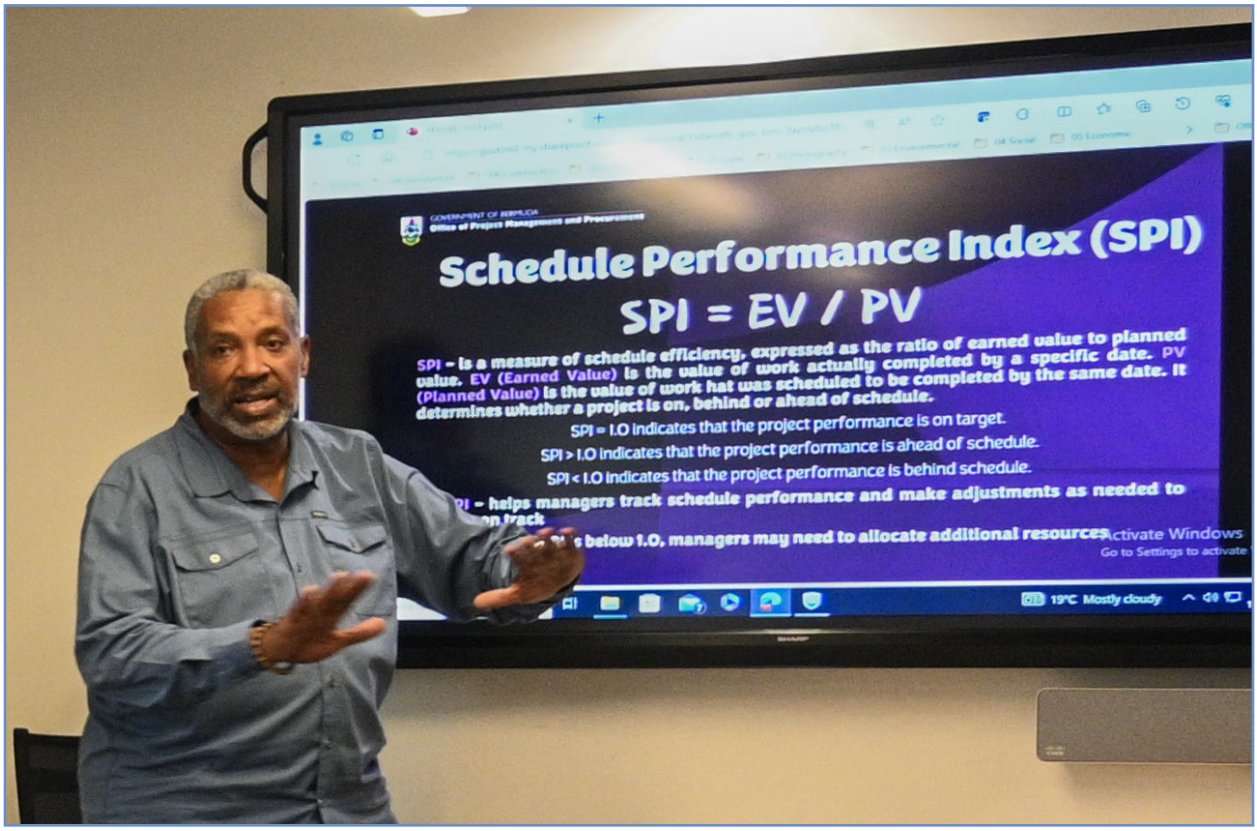
Budget Management: The Office functioned within its allocated budget, ensuring financial efficiency and timely reporting. This small office was able to operate with a lower overhead cost, which allowed us to allocate limited resources more effectively. By optimizing our budget that ensured that funds were directed towards essential core services and department objectives.

Administrative Efficiency: The Office met its core administrative and management demands for the 2025 calendar year, ensuring smooth operations with all Human Resource situations were handled in a timely fashion. The Office has been able to offer more personalized services to our clients and stakeholders. This led to higher satisfaction and stronger relationships, which is crucial for long-term success. We were flexible and agile in our approach and able to quickly adapt to changes and implement new ideas that improved services and met the needs of our clients.

Training Authorised Public Officers: The Office provided targeted training to public officers on project management and procurement best practices, procedures, and policies with a target of five sessions for the fiscal year. This target was achieved, and we completed a total of **nine (9) sessions** with ninety-two **(92) participants** benefiting. Six (6) sessions on the Code were delivered virtually by the Office, and a further three (3) were in-person. Another **four (4)** live (instructor led) sessions were for Project Management with twenty-four **(24) participants** benefiting. However, we were unable to undertake any Compliance Training sessions due to internal challenges and limited resources.



Despite a few obstacles, we were still able to achieve positive outcomes in our strategic and operational areas. This resilience underlines our commitment to our mission and ability to adapt to unforeseen circumstances. We continue to learn from these experiences and are dedicated to improving our performance in the coming year. These performance measures provide valuable insights into our operations and help us identify areas where we can improve. Despite some resource and wider organizational challenges, we remain committed to our mission and will continue to strive for excellence in all our operations.



Strategic Undertakings

The Office provided leadership and expertise-based roles to support its mandate as outlined in the Good Governance Acts 2011, 2012 and the Public Treasury (Payment and Administration) 1969 Act. The Office's mandate is to provide centralized leadership, governance, and oversight for project management and procurement across the Bermuda Public Service. The strategic undertakings completed in 2025 directly support this mandate in the following ways:

Strengthening Value for Money Through Technical Expertise

Providing sector specific technical advice ensures Public Officers utilised the most effective project and procurement strategies, which is central to this Office's mandate to:

- Promote value for money,
- Ensure appropriate procurement methods, and
- Support sound project planning and delivery.

This work ensures that Government decisions are informed, defensible, and aligned with the principles of fairness, transparency, and efficiency.

Enhancing Governance Through Robust Reporting

Reporting to Senior Management, Cabinet, and oversight bodies directly supports OPMP's mandate to:

- Ensure governance and oversight of procurement activities,
- Highlight compliance issues, and
- Strengthen accountability across Ministries.

These reports inform decision makers and reinforce the Office's role as the central authority overseeing procurement governance.

Building Capability Through Applied Knowledge and Training

Delivering training on procurement, project management, and compliance fulfils the Office's obligation to:

- Build capacity across Government,
- Equip Public Officers with relevant knowledge, and
- Promote consistent application of the Code of Practice Project Management and Procurement, related policies, regulations, and laws.

This ensures a well trained Civil Service capable of performing project and procurement duties effectively and confidently.

Promoting a Strong Culture of Compliance

Embedding compliance principles and encouraging best practice directly advances this Office's mandate to:

- Strengthen adherence to the Code of Practice for Project Management and Procurement
- Reduce project and procurement risks, and
- Ensure transparent and ethical project and procurement practices.

Improved supplier engagement and more balanced contracting practices are indicators of a maturing compliance culture.

Maintaining Alignment with Best Practices

Engagement with international bodies and experts supports this Office's mandate to:

- Ensure Government projects and procurement remain current,
- Incorporate global best practices, and
- Strengthen project and procurement frameworks and policy development.

This enhances the credibility and robustness of Bermuda's project management and procurement system.

Driving Operational Efficiency and Effective Resource Allocation

Maintaining a lean operational model and leveraging affordable technology supports this Office's responsibility to:

- Operate efficiently,
- Direct resources where they provide the greatest value, and
- Deliver high quality services to stakeholders.

This approach enhances service standards and strengthens trust in this Office's role.

Together, these efforts:

- Increase transparency
- Reduce project and procurement risks
- Improve service delivery
- Strengthen accountability
- Build professional competence
- Reinforce ethical behaviour

All of which contribute directly to greater public trust in how Government manages its projects, procurement activities, and public funds.

Quality Public Procurement Department Accreditation – NIGP

The Office submitted its application for the Quality Public Procurement Department (QPPD) accreditation through the National Institute of Governmental Purchasing (NIGP).

The QPPD is a value-driven, online self-assessment tool that helps procurement departments evaluate their organisational maturity. As part of the process, departments must identify the legislative framework (including codes, ordinances, regulations, policies, and statutes) that authorises and governs procurement activities. The assessment also measures alignment with NIGP's Global Best Practices.

Although we were not successful in obtaining accreditation in this cycle, our results and the evaluators' feedback showed clear improvement compared to our previous submission. The primary challenges noted were inherent to our decentralised procurement model; however, our strong advisory capabilities, operational guidance, and governance frameworks were positively recognized.

The team held debrief sessions with NIGP's judging panel to identify targeted areas for enhancement. We remain committed to pursuing best-in-class procurement practices and will refine our approach in preparation for a future reapplication.

Regulatory Compliance



In 2025, this Office continued to play a critical role in ensuring that Ministries and Departments operate in full adherence to all applicable laws, procurement rules, and governance frameworks. This included rigorous application of the Code of Practice for Project Management and Procurement, Financial Instructions, and, where relevant, environmental legislation, labour laws, and industry specific regulatory requirements.

These efforts reflect the Office's commitment to upholding the highest standards of Environmental, Social, and Governance (ESG) accountability in public spending.

The Office collaborated closely with programme and project teams to design bespoke compliance aligned solutions for procurement and project delivery, improving operational consistency and effectiveness across Government. This Office also strengthened internal policy compliance by developing, implementing, and enforcing internal policies and procedures that align with statutory and regulatory standards, particularly in the areas of project management, procurement, and contract administration.

Through these actions, OPMP reinforced its central role as a governance body, ensuring that procurement and project decisions are transparent, defensible, and compliant—thereby supporting responsible stewardship of public funds and reinforcing public trust.

Risk Assessment

In 2025, this Office continued to strengthen risk awareness, preparedness, and governance across Government by embedding structured risk assessment practices into project management and procurement activities. The Office conducted internal assessments to identify risk appetite, emerging vulnerabilities, and potential compliance exposures within capital project delivery and procurement processes. These insights enabled Public Officers to plan proactively, implement appropriate mitigation strategies, and make informed decisions that safeguard public funds.

The Office maintained a consistent incident reporting process to address compliance breaches or violations. When incidents occurred, this Office ensured that prompt, coordinated action was taken in collaboration with the relevant Accounting Officers and Authorised Officers. This approach reinforces accountability and supports the timely resolution of issues before they escalate into larger risks. Where needed breaches were reported to the appropriate parties for further consideration and action.

Our commitment to strong governance was further demonstrated through rigorous documentation and record keeping practices. OPMP maintained comprehensive records of compliance reviews, assessments, and findings, providing a transparent and defensible account of oversight activities. These records not only evidence adherence to statutory and regulatory standards but also support continuous improvement in procurement and project management practices across the Public Service.

Through these efforts, OPMP strengthened Government's overall risk posture, promoted responsible stewardship of public resources, and enhanced confidence in the integrity of procurement and project delivery processes.

Financial

Over the past year, the Office experienced challenges due to budget adjustments and constraints, particularly in personnel inflation, which included union contract settlements, benefit adjustments, and steps/acting costs. These budget decreases negatively impacted on the Office's ability to meet its mandate and staffing needs. Despite these challenges, the budget for 2025 remained steady **at $925,000** as shown in Chart (which includes an **increase of $51,000** over the previously year, this was mainly attributed to salary uplifts from the previous year. The Office continued to strive for efficiency and effectiveness within these financial constraints. The staffing for the fiscal year 2025/2026, as shown in Table 2, indicates that 7 staff were full-time. The Contract and Compliance Manager post was vacant and recruited should be undertaken in 2026 if funding permits, no additional project management staff were hired due to budget constraints.

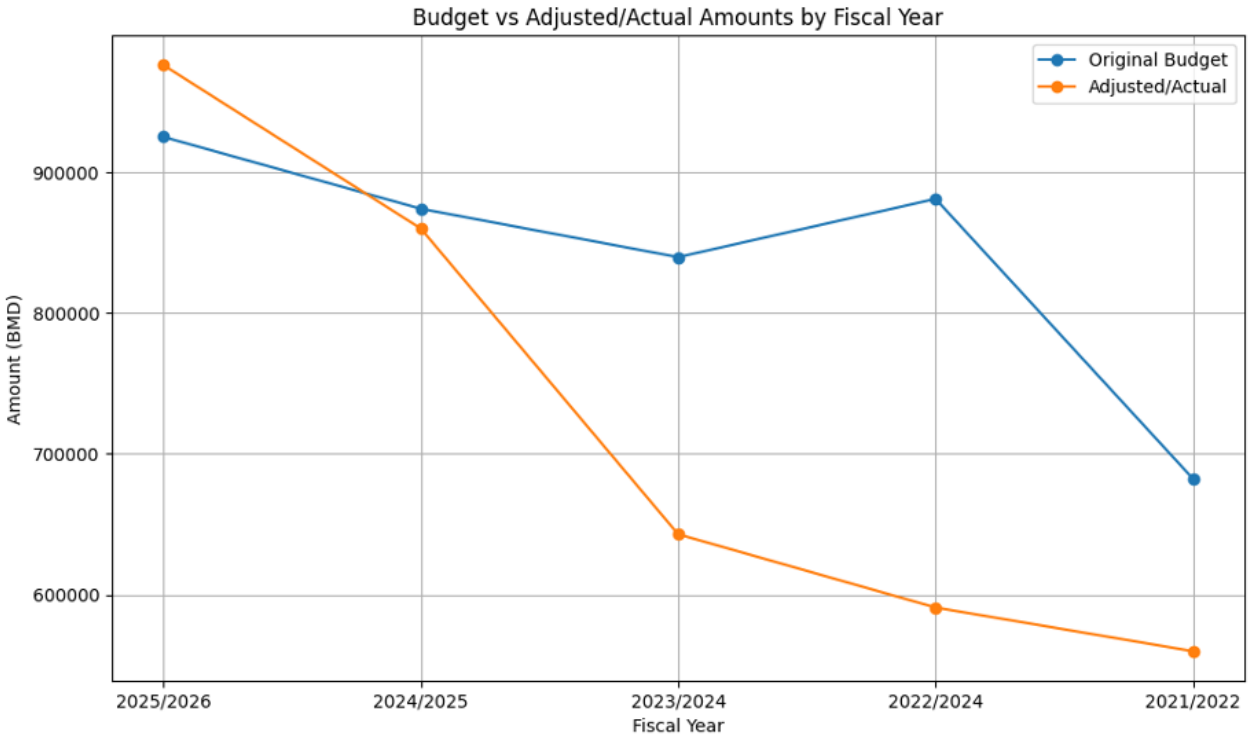


Table 2 - Budget for 2025/2026

Budget and Staffing for the fiscal year covering 2025/2026					
Existing Programme Packages by Business Unit	**People**	**People Actual**	**Revenue**	**Expenditure***	**Capital**
Director's Office and Administration	2 FTE	2	$0.00	$285,000	$65,000
Project Management	3 FTE	2	$0.00	$251,000	$0.00
Procurement	2 FTE	2	$0.00	$243,000	$0.00
Contracts and Compliance	2 FTE	1	$0.00	$146,000	$0.00
Total	**9**	**7**	**$0.00**	**$925,000**	**$65,000**

Other Peformance Measure Elements

Waivers and Single Source Requests/Reviews

Waiver Requests Processing

Table 3. shows the Director handled **160** waiver requests under sections 6 and 24.4 of the Code from January 1 to December 31 for the total estimated dollar value of **$35,647,952.00**.

All requests were processed within 4 business days.

Table 3 – Waivers by considerations from 2025 compared to previous years.

Year/ Waivers	No Objections	Objections	Other/Deferred to another method	Total # of request/ $ value
2025	138	7	15	160 /$35,647,952
2024	109	5	17	131 / $40,482,572

Table 4 provides a one-year summary from January 1 to December 31 and waivers by quarter and total dollar value for 2025.

Waivers 2025	January 1 to March 31	April 1 to June 30	July 1 to September 30	October 1 to December 31	Total # of requests/ $ value
No Objections	42	33	35	28	138
Objections	1	2	2	2	7
Other or deferred	2	3	7	3	15
# Of Waiver Requests	45	38	44	33	160
Overall $ Value	**$10,431,880**	**$6,991,444**	**$7,533,444**	**$10,691,227**	**$35,647,952**

Quarterly Waiver Reports

The Director submits quarterly waiver summary reports to the Minister Responsible for the Office of Project Management and Procurement, who tabled them to Cabinet.

The quarterly reports cover the period from April 1 to March 31 to align with the fiscal year, whereas the numbers in Table 4 cover the period from January 1 to December 31, to be in line with the Annual Report.

Code Breaches

The Office maintains a register of breaches identified by the Director. In 2025, we reported **12** potential violations to Accounting Officers for corrective action. These incidents were also reported to the Head of Public Service and the Auditors, in line with sections 6.3 and 4.7 of the Code of Practice for Project Management and Procurement.

Our thorough process shows our commitment to high standards of compliance and

accountability in government operations.

Complaints and Disputes

Under section 41 of the Code –we saw **zero** procurement complaints in 2025.

Compliance Reviews – Related to Contract Award Recommendations

Office's Role in Compliance:

The Office ensured public officers' compliance with project and procurement policies, procedures, and processes. When issues arise, the Office collaborated with relevant officers to provide additional training and implement improvements. Risk management was a priority, considering operational efficiency, effectiveness, and compliance. Helped with financial thresholds decisions, managed, and ensured criteria did not discriminate against specified businesses.

The Office aims to complete the compliance reviews within five business days, **95%** of the time. In 2025, **seventy-four (74)** compliance review cases were completed. Sixty-Nine (69) cases met a target of **93%** of being reviewed within 5 business days. Five (5) cases took more than 5 days to review due to the complexity of cases and/or staff availability. See table 5 for number of day breakdown.

Table 5 - Compliance Reviews by number of days to complete.

Completion Time	# of Cases Reviewed	% Completed by completion time
Same day	16	22%
One day	37	50%
Two days	7	9%
Three days	5	7%
Four days	2	3%
Five days	2	3%
Six days or more	5	7%
Totals	**74**	**100%**

This year, the Government has introduced an online digital Cabinet Memorandum (CM) template and platform designed to streamline the approval and signature process. Under this workflow, Technical Officers prepare draft Cabinet Memos, which are subsequently reviewed and edited by the Permanent Secretary (PS). Where consultee signatures are required, the draft memo—circulated in Word format via email—is reviewed, amended as needed, and then submitted to the Minister for approval. Once approved, the memo is uploaded to the automated platform for electronic signatures, with the originating Minister signing first. All remaining signatures are collected electronically, eliminating the need for physical circulation between Ministries. When all signatures are complete, the responsible Public Officer, typically the PS's administrative assistant, receives a notification to prepare the hard copy and annexes for submission to the Cabinet Secretary.

However, OPMP is not included in the digital workflow, and therefore still relies on

the relevant Ministries to share their drafted Cabinet Memos and Contract Award Recommendations directly by email. This shortcoming in the digital workflow has been brought to the attention of the platform owner.

When provide the documents OPMP can perform our review in a timely fashion. The average time for case reviews was same day up to 5 business days.

Other Statistics For 2025

Government-funded Capital Projects and Procurement Estimates

The Capital Accounts Estimate – capital development and acquisitions from Approved Estimates of Revenue and Expenditure for the following years. We extracted these numbers from the Approved Estimates of Revenue and expenditure for the related year – T**able 6**.

Table 6 - The Government of Bermuda Budget estimated and Capital expenditures in Bermuda dollars summary.

Year	Budget Estimated Expenditures - does not include Capital	Capital Development Estimate ($000)	Capital Acquisitions Estimates ($000)
2025/2026	$1,237.6 millions	$107,028	$42,736
2024/2025	$1,232.1 millions	$80,638	$31,704

Visits to the Office Online Sites in 2024

Website Activity Increased: Our website experienced a slight increase in activity and user engagement. The Office's Webpage had 626 views; the top country viewers came from Bermuda. *Government Staff omitted. The data is based on Analytics for gov.bm and shown in Table 7 below.

Table 7 - The number of hits to the Office of Project Management and Procurement | Government of Bermuda (www.gov.bm).

Metric	2023	2024	2025
Webpage Views	631	541	626
Top Country Viewing	Bermuda	Bermuda	Bermuda
Number of Active Users	299	340	406
Number of New Users	25	80	137
(New) session by device			Desktop 80.2% Mobile 19.4%

We saw a slight increase in the number of hits to our webpage, as shown in Table 8 - The Number of Hits to the Procurement Notices and Contract awards | Government of Bermuda (www.gov.bm) Bermuda remained the top country to view, and the number of users increased from the previous year.

Table 8 – Number of page hits and more

Metric	2024	2025
Webpage Views	24,800	30,166
Top Country Viewer	Bermuda	Bermuda
Number of Active Users	3,900	6,186
Number of New Users	2,200	4,100
Number of PN issues	52	60

Director's Engagements:

The Director attended or contributed to key events:

- Information Commissioner Office (ICO) Briefing and Workshops
- ICO Awards Breakfast honoring Information Officers – 10 years of PATI
- Monthly Leadership Meetings
- IT Governance Committee meetings
- Code Revision meetings – stakeholders
- Public Service Employee Survey Results Meeting
- Final Report – the Contract and Compliance Unit review.
- International Women's Day Celebration and Walk
- BPSU Lunch and Learns
- Employer Youth Employment Program information session
- 80th National Institute of Governmental Procurement (NIGP) Forum, Denver Colorado US
- Contract Visibility at Your Fingertips: How to Manage, Track, and Mitigate Risks by Euna Solutions.
- Delegation for Success – Department of Employee and Organisation (DEOD)
- Civility in the Workplace- DEOD
- Supporting Staff in Crisis EAP Workshops for Managers (DEOD)
- 8 Steps for Walking in Alignment (DEOD)
- Mastering Performance Conversations: Strategies for Success (DEOD)
- Employee Rights and Responsibilities (VIRTUAL) with Workforce Development
- Modifying Behaviour through Policy by Global government forum
- Challenges of Working Through the Policy Lifecycle by Parlicentre.org

- OPMP PIPA Overview & Readiness
- Advancing Procurement Professionals through Maryland's Green Purchasing Specialization Program (NIGP)
- Navigating Compliance and Audit Readiness: Strengthening Accounts Payable Against Fraud Risks (NIGP)
- NIGP Executive Briefings
  - Procurement as Agent of Change: Balancing Stability and Adaptation
  - Straight from the Source: A Candid Roundtable on Fair, Transparent Bidding
  - Evolving Procurement: Rethinking Technology, Policy, and Strategy
- Customer Service in Government Procurement (NIGP)
- How to Influence Without Formal Authority by apolictial.co
- Digitising Waiver Request – OPMP Internal Project

Office Staff Training Undertaken

Office staff actively participated in various training programs, including:

- Project Management Institute's (PMI) Certified Associate in Project Management (CAPM)
- Online Webinars from the National Institute for Government Procurement (NIGP) and NASPO
- Online learning courses from NIGP, the UK Civil Service, and the Chartered Institute for Purchasing and Supply (CIPS)
- Online webinars from the Apolitical Group and the Training Magazine Network
- Online Government Wellness Sessions
- Modifying Behaviors through Policy by the Global Government Forum
- Project Management Institute short courses
- American Management Association specialized Project Management course for Administrative Professionals
- Inhouse training sessions put on by the DEOD, including but not limited to Leadership at Every Level, Coaching Skills, Development Planning, Recruitment Presentation Advantage, and Performance Appraisal Prep.

This commitment reflects a dedication to continuous learning and skill enhancement.

Training of Public Officers



We saw an increase across the board in training and attendees.

Overall Impact: These initiatives not only enhance individual skills but also contribute to the overall effectiveness of the Office and Government.

Table 10 - Workshops offered by this Office during 2025 for public officers and the number of attendees.

Training types	Number of Sessions	Number of Attendees/users	Duration
Introduction to the Code of Practice of Project Management and Procurement	9	94	2 ½ hours per session
Project Management training (in-house)	4	24	1 to 1 ½ day per session
RFx Drafter users	On-demand	23 new users	1 to 1 ½ hours per session
In-person - Hands-on RFx Drafter Training	3	3	1 hour to ½ day

Professional Advice on RFx Development

There was a decrease in RFx Reviews for the previous year includes all reviews based on the 1st, 2nd and final RFx reviews.

> "RFx" include various RFx formats such as Request for Information, Request for Quotations, Request for Proposals, and Request for Supplier Prequalification's.

Table 11 - RFx Reviews

Total by Year	RFx reviews cases	Average Review Time
2025	65	Between 2 to 3 days
2024	45	Between 1 to 3 days

Technology Usage

There was an increase in RFx Drafter (Orbidder 2.0) application usage this year.

Table 12 – Number of RFx Drafted in the RFx Drafter Application.

Year/Value	Number of RFx drafted in RFx drafter software	Goods	Works	Services
2025	43	6	16	21
2024	30	3	10	17

Table 13 – Total Dollar Value from the RFx Drafter Application.

This year, we saw more Works procured.

Year/Totals	Goods $ Value	Works $ Value	Services $ Value	Total $ Value
2025	$4,503,643	$2,620,000	$8,736,614	$15,860,257
2024	$750,000	$6,780,000	$3,798,676	$11,328,676

To enhance the RFx Drafter user's experience we created a RFx Drafter Location Marker document that shows where the content that is entered into the RFx Drafter and where it appears on the RFx documents produced, this information has been well received by the users.

Looking Forward – 2026

Plans for 2026

Our plans formed the core of the Offices' operations and were designed to ensure efficient and effective management of procurement and project management processes while also promoting professional development and compliance with international standards.

This year, we will continue to group our activities based on the new public service strategic plan 2024 – 2027 goals to ensure we continued to enhance the lives of the people of Bermuda and our Department Objectives.

Act Strategically

- Procurement Governance Policy Framework Review (external review; operational handbooks)
- Internal Biennial Review of procurement governance
- Compliance Reviews across Ministries to strengthen governance
- Contract Register development and Government wide oversight review
- Five Year Rule Review of the Code
- Harmonisation of the Code with Financial Instruction in collaboration with Accountant General Office.
- Introduction of the amended to the Code
- Evaluation of Government wide procurement and project performance
- Promote statutory areas of good governance through internal briefs and a stakeholder engagement session
- Track and report emerging trends or leading practices quarterly

Be Customer Centric

- Stakeholder Engagement Plan for internal and external partners
- Enhanced communication channels: bulletins, intranet updates, webinars, support inbox, newsletters
- Code Training delivered annually
- Compliance Training delivered annually
- Strengthening client responsiveness and cross Ministry relationships
- Transparent complaint handling processes
- Client satisfaction and training surveys to support service improvements
- Provide professional advice and guidance through documented client engagements each quarter

Put People First

- Formalised Communities of Practice for Procurement, Contract and Compliance
- Procurement Development Programme (foundation, intermediate, e learning, lunch and learns)
- Professional development partnerships (DEOD, NIGP, NASPO, PMI, AMA)
- Internal project management and procurement training modules
- Annual Code Training for public officers
- Compliance Training to build capability in oversight and obligations
- Develop or revise tools, templates, or training modules to modernise practices

Affect Digital Transformation

- Contract Register digital tool rollout and adoption monitoring
- Digital communication channels: recorded webinars, online resource hubs, guidance materials
- e-Learning modules supporting procurement and contract management training
- Exploration and potential adoption of e procurement / electronic submission systems
- Vendor Pilot Project to enhance digital vendor and contract management
- Adoption of RFx drafting software to support improved solicitation development

Deliver Excellence

- Compliance Reviews across Ministries (controls, documentation, reporting, training needs)
- Biennial Review of procurement practices and frameworks
- Contract Register lifecycle improvements (tracking, audit readiness, transparency)
- Procurement Development Programme to strengthen competency, value for money, transparency, and compliance
- Communities of Practice supporting innovation and continual improvement
- Performance targets including turnaround times for reviews
- Annual attestation exercises for Accounting Officers and delegates
- Annual Government wide review of contract registers
- Support for Government's strategic initiatives and economic development priorities
- Implement improvements to internal Contract Award processes