SOCIAL SECURITY BOARD

Request for Proposal – Technical Partner for Peransa

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1. Summary and Background

The Social Security Board of Belize (SSB) is accepting proposals to assist in the development of an information system to support its operations. The existing environment is comprised of multiple, disparate applications that do not provide SSB with the level of functionality it needs to efficiently deliver services to its constituents

The purpose of this Request for Proposal (RFP) process is to solicit proposals from organizations that have the technical capability to assist SSB in achieving its objectives, implement a fair and transparent procedure for evaluating submissions from those organizations, and identifying the organization that has demonstrated the best capability to meet the needs of SSB.

The Social Security Board (SSB) is a social insurance institution providing social protection to workers in the formal and informal economy (voluntary for the Self Employed) in the form of Short Term, Long Term and Employment Injury Benefits. It also fulfills its corporate social responsibility by offering a variety of social assistance programs such as the Non Contributory Pension, the Scholarship Program, the Ride Across Belize, and the Social Security Development Account. In addition to managing the day-to-day operations, SSB is also responsible to grow and protect a sustainable Social Security Fund in order to pay short and long-term benefits to eligible customers.[1]

SSB operates under the regulatory framework of the Social Security Act, Chapter 44 of the Laws of Belize Revised Edition 2000-2003. The organization currently serves over 101,804 active insured persons; 41,712 beneficiaries; and 322,223 Social Security card holders.

SSB has recognized that the existing information system is not capable of supporting its initiatives to improve the delivery of service. With that, SSB has decided to embark on a project to implement a comprehensive information solution that provides the necessary capabilities. This initiative has been code named "**Peransa**".

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[1] Taken from SSB Strategic Plan 2013 - 2017

As a step towards the implementation of Peransa, SSB has developed a system requirements specification (SRS) and a proposed architectural model for its development and implementation. Those documents will be made available to all shortlisted bidders.

2. Submission Guidelines and Requirements

The following submission guideline and requirements apply to this RFP:

Qualifications

Only qualified firms with prior experience on Customer Relationship Management (CRM) integration projects will be allowed to make submissions. Interested bidders will be required to provide evidence of such projects before they are provided with the technical requirements of Peransa.

Non-Disclosure Agreement

All bidding parties will be required to sign and submit a confidentiality and non-disclosure agreement before SSB provides them with the technical requirements of Peransa and other relevant sensitive documentation. The confidentiality and non-disclosure agreement is presented in Schedule B.

The bidding party and its officers, employees, agent, advisors, partners, and subcontractors must comply with the requirements set out in the non-disclosure agreement.

Submission Deadline

The requirements of this RFP process must be an open and competitive process. Proposals must be submitted by the deadline defined in section 5 of this RFP. This submission can be either by courier or email. Submissions received after that time will not be eligible for consideration.

Outsourcing and Subcontracting

If the bidding party will be outsourcing or subcontracting any component of their work, that must be stated explicitly in the submission. The particulars of the subcontracted organization must be included as part of the submission.

Technical Proposal

A technical proposal must be submitted which provides an overview of the proposed solution as well as curriculum vitae's of all key personnel that will be involved in the work. This proposal should also include proposed schedules and milestones.

Submissions must be made using the RFP Response Form presented in Schedule F. The use of this document is required to ensure uniformity of responses. Bidding

parties are free to submit supplemental information to support the responses made using the supplied response form.

Implementation Constraints

Due to the sensitivity of the data which is primarily citizen data, the proposed solution must be for an on-premise implementation. A cloud based, hosted, or hybrid solution is not an option.

Cost Proposal

A cost proposal must be submitted with the cost for undertaking the project. All costs must be itemized and must include an explanation of the fees and costs.

Cost proposal must be all inclusive of all outsourcing or subcontracting fees. SSB will not bear these costs as separate from the initial submission.

Costing provided must remain valid for a period of ninety (90) days to allow for the evaluation process and potential negotiation of a contract.

Contract Terms

Specific contract terms and conditions will be negotiated with the successful winner of the RFP. All contractual terms and conditions will be subject to review by SSB's legal counsel and will include the scope, budget, schedule, and other necessary particulars related to the project.

Limitation of Obligations

This RFP does not commit SSB to award a contract, nor to pay any costs incurred by a bidding party in connection with responding to this request. All costs related to the compilation, preparation, completion, submittal, phone calls, meetings, negotiations, and all other costs related to this bid are the sole responsibility of the bidding party. All proposals and information are submitted at the bidding party's own free will.

Bidding parties will not be reimbursed for any costs associated with this bid.

Intellectual Property Rights

SSB intends to maintain its intellectual property rights with regard to this solution since it is based on functional requirements and business rules that have been defined and provided by SSB.

References

The bidding party is required to submit two customer references that can be contacted by SSB. The bidding party must notify each customer reference ahead of time that they may be contacted by SSB during this time frame. SSB expects to contact references directly to set up any conference calls, meetings and/or site visits to validate response within the RFP and reserves the right to meet without the bidding party's representatives being present.

In addition, SSB may also conduct independent reference checks with customers not provided by the vendor during this process.

3. Project Purpose and Description

Purpose

The purpose of the project is to build a solution to seamlessly manage the operations of SSB with regards to the delivery of service to its insured persons and beneficiaries. The current solutions being used by SSB store information in various, purpose-built applications that meet the needs of very small areas of focus. This has created a silo effect that makes it extremely difficult to share information between systems to get a single view of the card holder. This inability to have access to all relevant information has inhibited SSB's ability to better service its customers and business partners.

Project Description

Functional Areas of SSB

As part of describing the project and its objectives, it is important to provide a deeper understanding of SSB's legislative responsibilities. SSB has four core functional areas that are combined to insured persons and beneficiaries. A brief description of each of the four core functions is broken down below.

Registration

This functionality involves the registration of individuals with SSB. The legislation that governs SSB specifies that all citizens of the country of Belize should be registered with SSB. Furthermore, all employees with legal employment status must be registered as well. The registered person is given a registration number and a social security card. All contributions made on their behalf are then tied to that registration number to ensure that the contributions are properly allocated.

The registration process also involves the registration of employers and the various businesses they operate. Similar to the registered individual, a registration number is assigned to both the employer and the business that is registered. These numbers are used to track filings made by the employer and aids in the compliance process.

Contributions

Employers are required by law to make social security contributions on behalf of employees. The contribution varies according to the amount earned by the employee and where they fit within the wage bands used to calculate

contributions. As part of this requirement, the employer must file a contribution return monthly and make the appropriate payment during the filing process. The submission contains the listing of employees and their registration numbers. SSB then ensures that the contributions are appropriately allocated to the employees. Any tardiness in filing and / or failure to file results in penalties.

There are voluntary contribution programs that can be utilized by either the self-employed or unemployed. These programs allow individuals to voluntarily make contributions on their own behalf.

Overall, the record of social security contributions is extremely important since the social security scheme is a defined benefit program. Therefore, benefit entitlement is based on the contributions made by and on behalf of the employee.

Benefits

SSB receives benefit claims made by insured persons, adjudicate those claims, and subsequently pays eligible benefits. These benefits include long term pension payments, sickness benefits, maternity benefits, and employment injury, among others.

The adjudication process involves reviewing the contribution records of the claimant and determining eligibility for payment. In the case of employment injury and other short term benefits, the process might involve further investigation into the incident.

Investments

SSB has a fairly large financial reserve that it manages. This reserve must be managed prudently since SSB has significant long term obligations to meet pension payments to its insured persons.

The Investments functionality is not within the scope of the current project since SSB already has other systems that are designed specifically for managing its investment portfolio.

SSB's Business Streams

SSB has adopted a service delivery model through which the services related to its core functions are delivered to insured persons, employers, and other partners.

The service delivery model provides for the delivery of service through three business streams as described below.

Front Line

The front line business stream can be defined as the 'customer facing' operation of SSB. This stream deals with the intake of registration applications, benefit claims, and general inquiries.

Processing and Payment

This business stream forms the back end operation to ensure that all intake requests are completed successfully. This includes the allocation of contribution payments to the appropriate employees, adjudication of benefit claims, and the eventual payment of benefits.

While the intent is for the processing to be handled with as quickly and efficiently as possible, it is recognized that there are some complex cases that will arise. These cases will be passed to case management specialists in the respective core functional areas of registration, contributions, and benefits.

Compliance and Integrity

The compliance and integrity business stream is the process that deals with all investigations. This cuts across registration, contributions, and benefits functional areas. This stream will manage all aspects of investigations to its conclusion, which could include legal action against parties found to be in violation of any aspect of SSB's mandate.

Project Objectives and Deliverables

The objective of Peransa is to implement a solution that facilitates the management of the core functions through the business streams adopted by the organization. This should be achieved by creating a platform that is built around the individuals registered with SSB, thus facilitating the single view of that individual. This single view will allow for appropriate SSB employees to manage the registration process, manage contributions made on behalf of that insured person, and subsequently facilitate the processing of claims for that insured person.

By having all related information easily accessible, the adjudication of benefit claims will become much more efficient since it will be possible to automate some aspects according to the rules defined by legislation.

Another major aspect of the solution should be the ability to include registered persons in the execution of core functions through the use of online portals. SSB intends to use the online portals to create other service channels through which registered persons will be able to begin a benefit claim and monitor the status of the process as it moves through the various stages. Individuals should also be able to see their contribution history and simulate benefit scenarios based on that history.

Expected Project Outcomes

SSB considers this project to be critical to its ability to improve operational efficiency and add value to the organization's functions. It is expected that the implementation of this project will allow SSB to realize the following outcomes:

1. Improving Corporate Governance – A system that enables proper operational governance means that the board can ensure the public that the resources entrusted to the social protection scheme are used effectively and efficiently so as to avoid waste or deficient delivery of the legislated benefits.
    a. This would further enable SSB to be true to its Mission (Deliver timely, cost effective and top quality service to our Beneficiaries and other stakeholders and to grow and protect a sustainable social security fund with integrity and transparency) and Vision Statement (To be a model Social Security institution, the pride of Belize!).
2. Reducing the waiting time for appeals and medical board hearing and decisions
3. Improving staff and customer knowledge of SSB programs, rights, and responsibilities.
4. Improving controls over the processing of benefit claims.
5. Increased information integration, which will result in the elimination of hours of non-value added work that adds significant customer waiting time for claims processing, contribution payments, and registration.

6. Improving compliance by making it easier for SSB inspectors to carry out their duties of ensuring all employers are in compliance with the Social Security Act with regards to contributions to the fund.
7. Greater accuracy of information kept and managed by the SSB.
8. The enforcement of standardized business rules for processing claims across the organization.
9. Better delivery of service to the insured persons.

4. Project Scope

The scope of this project includes the building of a solution that meets the needs of SSB. It is largely expected that much of this project will be the integration and customization of commercial off-the-shelf software products and tools rather than a complete end-to-end build. The selected bidder will be expected to design, plan, and implement the complete solution being proposed, in accordance with SSB's Application Integration Reference Architectures.

Participants in the bidding process will be required to provide evidence of capability in providing the solutions being envisioned by SSB. The vision of this solution is provided below for the core functional areas of SSB. In cases where the bidder believes that an alternate solution would better meet the needs of SSB, the bidder must make strong arguments to support that position.

Registration Core Function

The registration component of the solution must have the following functionality:

1. Must be able to store and manage biodata information on registered person.
2. Must be able to generate a unique identifier (essentially the social security number) for each registered person.
3. Must be able to store and manage biometric information such as fingerprint, picture and signature of the registered person.
4. Must be able to track when a social security card is picked up and the particulars of that pickup.
5. Must be able to store and manage information on employers.
6. Must be able to store and manage information on businesses operated by employers.
7. Must be able to store and manage information on Service Providers (entities such as doctors, dentists, etc. that provide Benefits related service to insured persons).
8. Must be able to do case management. The requirement is to track all contact with the registered person and provide details of that contact. (This crosses functional areas)

9. Must be able to do workflow management. The requirement is to manage the flow of a process throughout the organization from initialization to its conclusion. (This crosses functional areas)

SSB believes a mature customer relationship management (CRM) system should be used to meet the needs in this functional area.

Contribution Core Function

The contribution management includes the following functionality:

1. Must be able to receive contribution filing.
2. Must be able to validate that contribution filings are accurate.
3. Must be able to create an obligation / invoice for the employer upon submission of the filing.
4. Must be able to receive payment for contributions.
5. Must be able to issue receipts for contribution payment received.
6. Must be able to allocate all contributions to appropriate insured person.
7. Must be able to identify parties who are not complying with filing requirements.
8. Must be able to assess charges and penalties on parties found to be violating compliance.
9. Must be able to receive and manage payment towards assessment penalties.
10. Must be able to manage legal cases that stem from the assessment process through which SSB prosecutes parties found to be violating compliance.

SSB is not aware of functional software that can be modified to meet the needs described above, therefore, it is of the view that this will require some custom development or configuration of the CRM platform to support the listed capabilities. If participants in the bidding process are aware of an established and mature product that can meet the above mentioned needs and can be integrated into the proposed solution, such a solution would be preferable to custom development.

Benefit Core Function

The benefit function includes the following functionality:

1. Must receive benefit claim information.

2. Must evaluate the contributions made on behalf of the claimant.
3. Must determine eligibility for a claim being made.
4. Must provide information on the claim that should be paid.

The benefits paid by SSB are rules based, for the most part. These rules are defined by legislation and are largely based on criteria such as the number of contributions made and the contribution period of the applicant. SSB believes that an established and mature rules engine application can be used to automate the adjudication and processing of benefit claims.

Needless to say, SSB must be able to adjust and / or create new rules within the rules engine whenever there is a change in legislation that might affect a benefit.

The submission of benefit claims, routing of those claims, and tracking of status should be done using the capabilities of the CRM system used for the registration core function.

Service Portals

SSB intends to improve its overall capacity to serve insured persons and employers. One of the primary means of doing that is to provide expanded service channels. Service portals should be available with the following capability:

1. Insured persons should be able to log in and check their contribution history.
2. Insured persons should be able to log in and initiate a benefit claim as well as track the progress of that claim.
3. Insured persons should be able to log in and simulate benefit and retirement scenarios based on contribution history.
4. Employers should be able to log in and file their contributions online.
5. Employers should be able to log in and initiate a benefits claim on behalf of their employees.
6. Employers should be able to view benefit paid (amount and period) to employees for periods when working in their business.
7. Service Providers should be able to log in and submit necessary information relevant to benefit claims.

Reporting

SSB makes extensive use of reports in its decision making process and for the presentation of information. The proposed solution should include the provision of standard reports to be defined by SSB as part of the initial implementation. It should also have the capability to allow authorized SSB personnel to generate and publish their own custom reports as necessary.

Data migration

SSB has many years of information on insured persons and the contributions they have made since they registered with the fund. Since this information forms perhaps the most significant basis for determining benefit eligibility, it is imperative that the current information be migrated into the new solution.

Service Integration

SSB intends that this new platform should be able to seamlessly Integrate with its business accounting platform (Microsoft Dynamics GP) and other core business application services providing fully automated financial and accounting services for all processes supporting SSB's business operations.

Business Intelligence

SSB needs to be constantly doing analysis of the contributions, collections, compliance and benefits claimed and honored. This requires that the proposed solution has business intelligence capabilities to aid in that analysis.

Audit Capability

It is important that all transactions are traceable to ensure accountability. The proposed solution must have an audit capability to log particulars of all transactions executed within the solution. As a minimum, that logging information should include the nature of the transaction, the name of the user, date and time of the transaction.

Technical Requirements

SSB has invested a considerable amount of effort to define the technical requirements of the project. These requirements include:

1. Reference architecture of proposed solution
2. Use cases

3. Process flow charts with swim lanes
4. Solution features
5. Non-functional requirements

These technical requirements are included as separate documents as specified in the following table of schedules:

Schedule	Document
Schedule C	Functional Specifications
Schedule D	Non-functional Requirements
Schedule E	Current IT Environment

5. Request for Proposal and Project TimeLine

The RFP timelines are as follows:

Milestone	Timeline / Date
RFP issuance	March 16, 2017
Expression of Interest deadline	March 30, 2017 5:00 PM GMT -06:00
Pre-qualified participants selected	April 13, 2017
Response to RFP deadline	May 25, 2017 5:00 PM GMT -06:00
Evaluation of proposals[2]	May 29, 2017 – June 12, 2017
Selection of winning bid and notification to bidders who were not selected	June 26, 2017
Expected project commencement date	September 4, 2017

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[2] If additional information or discussions is needed from any bidder during that two-week window, the bidder(s) will be notified.

6. Pre-qualification and Bidding

Pre-qualification Criteria

Participants in the bidding process are required to meet the following pre-qualification criteria:

1. Have verifiable experience in implementing solutions around CRM systems as the platform.
2. Have completed and implemented at least three (3) solutions or projects that are similar in scope to Peransa.

Pre-qualification Process

1. Participants must prepare and submit *Schedule A – Expression of Interest Form*.
2. Receipt of submitted forms will be acknowledged by SSB.
3. Submitted forms will be evaluated and references verified.
4. Participants who do not meet the pre-qualification criteria will be notified in writing.
5. Pre-qualified participants will be invited to participate in the bidding process.

Bidding Process

1. Pre-qualified participant will be required to sign and submit *Schedule B - Confidentiality and Non-Disclosure Agreement,* which will be sent as part of the pre-qualification notification.
2. The full RFP Package will be forwarded to pre-qualified participants. This includes:
   a. Schedule C – Functional Specifications
   b. Schedule D – Non-functional Requirements
   c. Schedule E – Current IT Environment
   d. Schedule F – RFP Response Form

7. Proposal Evaluation Criteria.

SSB will evaluate all proposals based on the following criteria.

1. Suitability of solution: Proposed solution must meet the scope and needs included in this RFP and the document named "Technical Requirements for Peransa".
2. Previous Work: Bidders will be evaluated based on previous work pertaining to projects that are similar in scope to Peransa.
3. Organization's Long Term Viability: Bidders will be evaluated on the long term viability of the organization. Due to its legislative mandate and long term obligations to the Belize work force, SSB as an institution will around for the foreseeable future. It is important that its technical partner has a record or other indication of long term stability.
4. Value and Cost: Bidders will be evaluated on the cost of their solution. This cost consideration will include both short term and long term costs.
5. Maintenance and Support: Bidders will be evaluated on the ease with which SSB will be able to support and maintain the proposed solution.

This evaluation will be conducted by a team comprised of key SSB personnel.

As part of the evaluation process, SSB reserves the right to request a demonstration of the proof of concept of the solution proposed by the bidding party. The conditions of this demonstration will be negotiated at such time.

8. Point of Contract for Future Correspondence

Queries regarding the RFP

SSB has appointed an individual to lead the RFP effort to identify a technical partner assist SSB in implementing Peransa. To ensure that there is uniformity in responses to queries / request for clarifications regarding this RFP, all requests must be made through that RFP Lead.

In cases when other parties are needed to help in providing additional information, the RFP Lead will facilitate that process but must remain a party to all correspondence.

The following is the contact information for the RFP Lead.

Name	Paul M. Jones
Email Address	pjones@GCUPConsulting

Submissions of Proposals

Responding parties must submit the following in *separate sealed envelopes*:

1. The completed *Schedule F – RFP Response Form* which forms the technical proposal.
2. A cost proposal, detailing the cost of the proposed solution.

Hard copies of these submissions should be delivered via courier service to SSB's corporate headquarters at the following address:

Chief Executive Officer
Re: Peransa RFP Submission
Social Security Board
Bliss Parade
City of Belmopan,
Belize
Central America