REQUEST FOR EXPRESSIONS OF INTEREST
CONSULTING SERVICES

Selection # as assigned by e-Tool: BA-T1099-P001
Selection Method: Full Competitive Selection
Country: *Barbados*
Sector: SCL/LMK
Funding – TC #: ATN/OC-20316-BA
Project #: BA-T1099
TC name: Support for the digital transformation of the National Insurance Scheme in Barbados
Description of Services: Consultancy to assess the NIS IT information system

Link to TC document: https://www.iadb.org/document.cfm?id=EZIDB0000051-1985643754-28

The Inter-American Development Bank (IDB) is executing the above mentioned operation.   For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest. Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations (http://beo-procurement.iadb.org/home) by: *Tuesday, January 23*, 5:00 P.M. (Washington D.C. Time).

To access the IDB Portal, the firms must generate a registration account, including **all** the data requested by the Portal. In the event that any of the information requested is not included, the firm will not be able to participate in this or any other Bank-executed selection process for operational work. If the firm has been previously registered, please validate that you have **all** the firm's information updated and complete before submitting an expression of interest.

The consulting services ("the Services") include *assessing NIS's current insurance administration solution by reviewing existing documents, aligning with the digital roadmap and transformation office proposal, analyzing its impact on the current Information system architecture, and evaluating IT systems, applications, security, policies, procedures, and personnel. It also includes assessing digitalization opportunities, "digital-first" solutions, and alignment with new technologies. The consultant will participate in regular steering committee meetings with IDB and NIS, align with the Digital Transformation Office, and provide short-, mid-, and long-term recommendations for upgrading, revamping, or replacing the existing solution. Recommendations will cover the digital ecosystem, modular architecture, staff engagement, data migration strategy, and cybersecurity measures to align with standards and API-based modular architecture.*

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: *Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work* - GN-2765-4. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described above in the draft summary of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures,

description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: *Dulce Baptista, Labor Markets and Social Security Senior Specialist,* *dulced@IADB.ORG*

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Consultancy to assess the NIS IT information system

Barbados
BA-T1099
Support for the digital transformation of the National Insurance Scheme in Barbados

1. **Background and Justification**

1.1 Social security systems face significant challenges in terms of coverage, sufficiency, and sustainability. While the National Insurance Scheme (NIS) has made tremendous progress in terms of coverage, sufficiency, and sustainability, it is seeking continuously to improve and has recently initiated dialogues with various stakeholders to reach an agreement on regulatory changes to improve the social security system. While the NIS has made important advances such as using a world-class Enterprise Resource Planning (ERP) system, improving the management and execution capabilities of the IT department, and maintaining a good level of benefit adequacy and income protection for most workers and pensioners, important challenges remain regarding digital transformation and performance management. First, the NIS needs to expand its range of digital services and promote its use by individuals and enterprises to access social security services to achieve greater efficiency in management and administration. Second, the current performance management framework needs to be updated to be aligned with the new strategic views and objectives of the organization.

1.2 Specifically for accelerating digital transformation, it will be necessary to build a strategic plan, including a diagnosis of existing IT systems, and a process to capture the needs of the staff, citizens, beneficiaries, employers and public policy formulators to co-create a "digital first" roadmap for the future.

1.3 The proposed roadmap includes process simplification and automation, recommendations about the development and implementation of information systems, a master plan to create consistent high-quality data, and the design of the technological architecture that include the required infrastructure to support the recommended information systems and processes. A draft of the proposed roadmap will be delivered as part of the supporting documents. The processes, modules, and platforms to be analyzed as part of the scope of this consultancy, are, the mission-critical, business, and structural processes mentioned below, with the possibility of

adding new processes that the organization may need to analyze:

a. Business processes
- Registration/ deregistration
- Application for benefit
- Determining claim eligibility
- Submission of earning schedule
- Contribution payments
- Compliance
- Debit Collection
- Financial statements and reporting
- Payment of Benefit claims
- Data sharing
- Customer engagement
- Administration of Public Sector Pensions

b. Organizational processes
- Human Resource management
- Facility management
- Information management
- Marketing training
- Financial
- Management & Governance
- Legal
- Workspace setup
- Information and communication technology
- SAP Modules/Platforms
- Social Services CRM
- SAP Portal
- Tax and Revenue Management (TRM)
- Financials (FI)
- T&RM (Investments)
- Business Warehouse
- Enterprise Central Component (ECC)
- Materials Management
- Public Sector Collections and Disbursement (PSCD)

2. Objectives

2.1. Component 1 "Support for operational and strategic management efficiency through the digital transformation of the NIS" of this TC specifically seeks to improve the knowledge of the government to strengthen the operational and strategic management of the NIS.

2.2. The overall objective of this consulting work, as an input for the roadmap, is to support the digitalization of the social security system in Barbados with a particular focus on digital transformation by assessing the current insurance administration solution of the NIS, with a focus in the processes listed above, and making recommendations and strategies for a technological upgrade of the overall system.

3. Scope of Services

3.1. The consulting firm will receive the working documents to understand the scope, and how the deliverables of the consultancy will input the digital roadmap of NIS, as a key component to understand the current administration solution, so that the results can provide, under the supervision of IDB, multiple elements listed below:

3.1.1. The consulting firm will participate in the planning of the project and ensure its proper implementation and of all related activities to achieve the expected results.

3.1.2. The consulting firm will ensure that the planned activities are carried out promptly, and constant compliance with Bank policies and procedures.

3.1.3. The consulting firm is responsible for the assessment of the current insurance administration solution, and to conclude if it will meet the new digital processes identified and described above. Also, a SWOT analysis of such an option.

4. Key Activities

4.1. Assess the current insurance administration solution.

4.1.1. Read and take into account the existing documents which are part of the digital roadmap of NIS. In particular, read and validate the proposed roadmap and the digital transformation office proposal.

4.1.2. Analyze the roadmap, its impact, and priorities to validate it against the current Information system´s architecture of NIS.

4.1.3. The assessment should cover the IT systems, applications, security, policies, procedures, and personnel. Additional information regarding specifics of the existing IT infrastructure as well as the nature of the current challenges will be provided at the discretion of NIS to interested respondents.

4.1.4. An analysis of current processes addressed by the administration solution, digitalization opportunities, "digital first" solutions, self-service formalities, and alignment to the new 4th revolution technologies, and if the current administration solution can cover these "digital first" requirements.

4.2. Participate and report to a regular meeting ('steering committee') where IDB and NIS can participate and steer to ensure the best possible outputs from this consultancy, as input for the digital transformation. IADB may participate in this steering committee.

4.3. Align the meetings and deliverables with the Digital Transformation Office which is in the process of creation.

4.4. Make short-, mid-, and long-term recommendations on whether the existing solution should be upgraded, revamped, or replaced to ensure that the NIS can effectively and consistently meet its strategic goals.

4.4.1. Provide input and technological advice on the new digital ecosystem of NIS, including but not limited to a new high-level information system architecture, new tools, systems, operating models, processes, portals, APIs to banks, APIs to SAP, Business intelligence ecosystem, training, re-skilling, and adoption.

4.4.2. Recommend if the current Insurance administration solution can be part of a modular architecture where new components should be added, and others migrated through an integration strategy, to create a best-of-breed model that meets the digital ecosystem needs.

4.4.3. Recommend ways to improve the engagement, skills, and autonomy of staff members and beneficiaries, digital-first processes, and common understanding of key milestones such as interoperability, API to banks, data governance, and security.

4.4.4. Recommend the best data migration strategy to create a consistent, granular, integral, and best practice-designed database that can ensure unicity, scalability, and governance.

4.4.5. Recommend cyber security actions to align with standards and security recommendations, especially around a modular architecture based on APIs.

5. Expected Outcome and Deliverables

5.1. This consultation must submit the following products. All these products must be approved to be considered final products.

5.2. Product 1: An inception report detailing the assessment work plan with timelines.

5.3. Product 2: A report detailing the findings of the assessment and the recommendations. The report should contain at least:

5.3.1. Recommended best information systems architecture based on the processes listed above, as per section 4.

5.3.2. Recommended definition of the current administrative system of NIS and, if applicable, a data migration strategy

5.3.3. High-level recommendations around cyber security findings

5.3.4. Diagnosis and analysis of the current architecture and the needs to deliver the digital transformation roadmap.

5.3.5. Project chart drafts. Each Project should contain at least:

    i. Name, scope, objective
    ii. <u>Main milestones</u>
    iii. <u>Timeline</u>
    iv. <u>Required resources:</u>
        1..1.iv.1. <u>Consultants; number and roles</u>
        1..1.iv.2. <u>Licenses: type and description</u>
        1..1.iv.3. <u>Core infrastructure (Servers, data center, business continuity)</u>
        1..1.iv.4. <u>Devices infrastructure (Laptops, printers, cameras, fingerprint readers, self-service stations</u>
        1..1.iv.5. <u>Access infrastructure: Internet access</u>
        1..1.iv.6. <u>Network infrastructure: Core and in agencies</u>
        1..1.iv.7. <u>Security devices</u>
    v. <u>Dependencies</u>
        1..1.v.1.<u>Interoperability requirements</u>
        1..1.v.2.<u>Government resources (digital identity, digital signature)</u>
    vi. <u>Measurable indicators (KPI) of the project</u>

5.4. Product 3: The final version of all activities, final project charts, and a virtual presentation on the findings of the assessment and the recommendations.

6. Requirements of the form and experts

6.1. Characteristics of the firm

6.2. This invitation is aimed at providers who can diagnose, analyze, and recommend technological and non-technological components with recognized experience in solutions for Pension systems or equivalent.

6.2.1. The firm shall have:

    i. At least 3 years of experience analyzing and understanding administrative or similar ecosystems.
    ii. Experience in at least one SAP case.
    iii. Extensive experience in process assessments.
    iv. The complete set of experts and specialists to meet the ToR needs.

6.3. Key Personnel

6.3.1. The consulting firm must offer an interdisciplinary team as a work team for the development of the consultancy, declaring the training, experience, skills, position, functions, and time of dedication of the experts.

6.3.2. All members of the team must meet the minimum academic and experience requirements listed in the table below.

6.3.3. The consultant must ensure that the experts have the appropriate profiles to ensure that the projects and developments are worked in parallel without affecting the schedule in the work plan, the SLAs, and the quality of the products established for the contract.

6.3.4. At the beginning of the contract, the contractor must submit for approval by the Project Management Committee, the work plan for the period and the list of professionals, together with the dedication they will

have for the execution of the activities.

6.3.5. To comply with the obligations arising from the contract and the schedule defined in the work plans, the contractor must have, within the established terms, the professional, technical, and assistance resources in addition to the minimum defined in these Terms of Reference.

6.4. Table of Minimum Training and Experience Requirements for experts. Any of the roles can be exercised by any member of the team if the minimum requirements are met. The load of hours by each specialist is part of the planning that must be delivered to achieve the objectives of the project.

CHARGE	ACADEMIC BACKGROUND	OVERALL EXPERIENCE	SPECIFIC EXPERTISE
Project Manager	Professional in Systems Engineering or electronics or electrical or telecommunications or industrial.	3 years of experience in the practice of his profession	Three (3) Years in process, architecture, administrative systems or similar.
Enterprise Architect	Professional in Systems Engineering or Electronics or Electrical or Telecommunications or Industrial. Specialization in Software Engineering or Enterprise Software Architecture, or Technology Management or Innovation.	3 years of experience in the practice of his profession	Five (5) Years in Enterprise Architecture or Interoperability or Data Architecture or Digital Transformation or Pension systems
Expert in the Pension systems sector	Professional in areas of knowledge in social and human sciences, economics, administration or accounting or engineering. Specialization or master's degree in areas of knowledge in social and human sciences, economics, administration or accounting or engineering.	3 years of experience in the practice of his profession	3 years in the implementation of pension systems
Data Architect	Professional in Systems Engineering or electronics or electrical or telecommunications. specialization in Software Engineering or Software Architecture or Enterprise Software Architecture or Business Intelligence or Data Analytics.	3 years of experience in the practice of their profession counted from the date of graduation.	Three (3) years in Data Architecture and/or Project Quality Assurance projects. Two (2) years in information systems development projects.
Security Specialist	Professional in Engineering (Systems or Electronics or Electrical or Telecommunications or Industrial). Specialization or master's degree in information security.	3 years of experience in the practice of his profession	Three (3) Years in Data Security projects. Two (2) years in cybersecurity projects.
Infrastructure Specialist	Professional in Systems Engineering or Electronics or Electrical or Telecommunications.	3 years of experience in the practice of his profession	Three (3) Years in Enterprise Architecture projects and/or Capacity Plans and/or infrastructure definition. Two (2) years in ICT infrastructure operation projects.
Requirements / process Analysts and	Systems and Computer Engineer or Computer Science Engineer or Computer Engineer or	Minimum professional experience of three	Three (3) years in requirements analysis and process evaluation and digital

digital transformation.	Systems and Computer Engineer or Software Engineer or computer systems administrator or Electronics Engineer or Electronics and Telecommunications Engineer	(3) years.	transformation

7. Project Schedule and Milestones

Deliverables	Timeframe
Submission and approval of Product 1	One week after the signature of the contract
Submission and approval of Product 2	8 weeks after the signature of the contract
Submission and approval of Product 3	16 weeks after the signature of the contract

8. Reporting Requirements

8.1. Every report must be submitted to the Bank in an electronic file. The report should include the cover, main document, and all annexes. This file must also be in an electronic format used by the Bank, such as one of the MS Office, JPG and/or TIFF formats. ZIP files (compressed) will not be accepted as final reports due to the regulations of the Bank File Management Section.

9. Acceptance Criteria

9.1. Dulce Baptista, Senior Operations Specialist of the Labor Markets Division of the Bank, David Kaplan, Sector Lead Specialist of the Labor Markets Division of the Bank, and Mario Casco, IT Senior Specialist from ITE/IPS, are authorized to accept the work after the NIS has reviewed and given its validation.

10. Other Requirements

10.1. All consulting firms shall assume all costs associated with the preparation and presentation of their proposals. The Bank does not assume any responsibility, whatsoever, to reimburse the consulting firm for costs incurred in the preparation of proposals in response to the Request for Proposal (RFP).

11. Supervision and Reporting

11.1. The consulting firm will be reporting to Dulce Baptista and David Scott, according to the different milestones or when one of the parties deems it necessary, who will give comments to any reports, approve reports, documents, and work, and give comments or any instructions for changes. It shall be the consulting firm's responsibility to ensure that such reports are submitted to the Bank. The frequency of communication will depend on the need for comments and approvals agreed upon at the beginning of the consultancy. It will be the responsibility of the Firm to ensure that such meetings take place and reports are submitted to the Bank.

12. Schedule of Payments

12.1. Payment terms will be based on project milestones or deliverables. The Bank does not expect to make advance payments under consulting contracts unless a significant amount of travel is required. The Bank wishes to receive the most competitive cost proposal for the services described herein.

12.2. The IDB Official Exchange Rate indicated in the RFP will be applied for necessary conversions of local currency payments.

No	Detail	% Payment
1	Product 1	10
2	Product 2	40
3	Product 3	50