



Employees' Provident Fund

Sri Lanka

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REQUEST FOR EXPRESSION OF INTEREST (EOI)

BUSINESS PROCESS REVIEW (BPR) OF THE EMPLOYEES' PROVIDENT FUND (EPF) DEPARTMENT OF THE CENTRAL BANK OF SRI LANKA

The EPF Department of the Central Bank of Sri Lanka invites Expression of Interest (EOI) from eligible organizations for providing services in the capacity of a Consultant cum Project Manager for conducting a Business Process Review for an appropriate IT solution for EPF Department.

1. Introduction

1.1 EPF was established in 1958 under Employees' Provident Fund Act No.15 of 1958. It is the largest superannuation fund in Sri Lanka. The main objective of the Fund is to provide retirement benefits for the private and semi government sector employees.

- 1.2 In terms of the provisions of the Act, the Commissioner of Labour acts as the general administrator of the Fund while the Monetary Board of the Central Bank of Sri Lanka is entrusted with the powers, duties and responsibilities to act as the custodian of the Fund. The Employees' Provident Fund Department of the Central Bank facilitates the Monetary Board in discharging its powers, duties and functions entrusted by the Act.
- 1.3 As a systematically important financial institution in Sri Lanka, EPF holds Rs.1.5 trillion worth of asset base (as at end 2014) with more than 15 million member accounts comprising more than 2 million active members.
- 1.4 EPF Department operates with two separate systems namely AS400 and SAP. AS400 system is used to record member level transactions while SAP is used as general accounting module. Both systems were introduced several years ago and are supported by manual operations in other areas.
- 1.5 Since the systems are not integrated, EPF Department is of the view that considerable enhancements of activities could be done by introducing/upgrading new technological improvements. Recently, EPF has introduced number of new procedures and processes, such as electronic member contribution collection, digital imaging and data storage, member registration with National Identity Card (NIC), allowing 30% pre-retirement withdrawals by members, etc requiring it to revisit the existing procedures and processes in order to streamline its operations to reach full potential of the newly introduced changes.
- 1.6 Considering the need to have an integrated system and to improve the efficiencies in overall operations, the Department is considering the procurement of a fully integrated IT system as an optimal solution. As a prerequisite for implementing an appropriate IT solution, EPF Department considers it a necessity to carry out a BPR.

2. The Project

The objective of the assignment is to conduct a BPR and support EPF to eliminate inefficient processes/duplication of work and to introduce important but non-existent processes and controls that would add value to EPF operations.

3. Scope of Work

BPR should include an analysis of the existing workflows and processes within and among divisions of EPF as well as a proposal for redesign of existing processes to achieve breakthrough improvements in performance measures. It should eliminate the operational gaps and introduce end-to-end processes through system mediation. Specifically, the BPR should cover the following.

- i. Existing processes: study EPF business processes (current and future), divisional business processes, work flows and integration in system for the best optimization. Further needs to examine EPF Act and amendments thereto, financial rules and regulations and other related documents.
- ii. Functional requirements: identify core functional areas of EPF and identify processes to be redesigned including beginning and end points, interfaces, as well as divisions in the department and stakeholders involved.
- iii. Technical requirements: identify IT requirements to improve the process design. Recommend IT Solution (ERP, Hardware (Servers, storages etc), Network (LAN/WAN), IT Security, Databases, Backup (BCP), Disaster Recovery (DR), Website and Intranet, etc in line with other industry best practices being followed in similar international organizations. A detailed system requirement/software requirement study (SRS) and comprehensive TORs for the recommended IT solution should be submitted to EPF. Hardware recommendations should include complete network schema, servers, storage, DR, backup planning, routing, switching, distribution, end-points and related peripherals with their detailed configuration, operating systems and other details.
- iv. Infrastructure requirements: design and reengineer a new process (along with identification of structures and processes to be rationalized or outsourced or strengthened) along with expected service standards in line with business objectives such as cost reduction, time reduction, output quality improvement and identify disaster recovery site and other service requirements to improve the proposed process design or proposed enterprise system infrastructure.
- v. Availability of the services with existing systems: understand and measure the existing processes and to identify the current system efficiency to provide process and output benchmarks. Further identify in-house provision vs. various forms of contracting out or contracting in service provision functions, whether sufficient number of alternative

suppliers can be identified in the market and estimate cost efficiency gains of various alternatives.

- vi. Appropriate IT solution recommendation: inclusive of integrated e-governance, e-project management (social, economic and infrastructure projects), monitoring & evaluation, audit, accounts, HR, document & record management system, office automation, risk management, treasury & fund management, business intelligence based generic reporting system, EPF website and other related modules.
- vii. Business process mapping with existing services: identify the mapping of key functional requirements to create a business value.
- viii. Performance enhancements: identify how to enhance the performance with high level of credibility.
- ix. Security and data confidentiality: study of existing and expected security levels and data confidentiality measures and techniques.
- x. System Manageability: ascertain human resource requirement and training needs to fill the gap between existing and proposed systems, which would be designed with a futuristic scale of options and management plans.
- xi. Monitoring and control: suggest best practices on monitoring and control over the systems and procedures.
- xii. System documentation: provide documentation to the new system, which could be used by the vendor.
- xiii. Data quality: provide insight to data cleansing and removing unnecessary processes in EPF
- xiv. Specific strategies: define the specific strategies such as cost reduction, time reduction, output quality improvement, etc.
- xv. Capacity building: identify training and capacity building for better performance through human development and IT management.

4. Deliverables

- 4.1 It is required to make a proposal for design/redesign of existing processes to achieve breakthrough improvements in performance measures to recommend a world class IT Solution (IT system, Hardware, Robust Network, Web and related organizational IT requirement).

4.2 The BPR should deliver the following further recommendations apart from the deliverables relating the scope of work mentioned above with the final project.

i. The key deliverables for the exercise include the actual BPR study, specific recommendations of an appropriate IT solution, supporting hardware and all other IT requirements/functionalities of EPF.

ii. Strategies to be followed in building a complete enterprise application by using the available and functioning legacy systems in-house.

iii. BPR practices to be incorporated in process optimization for the proposed enterprise system infrastructure.

iv. Requirement specifications, high level system architectural directions, work-flow processes, diagrams, configuration and implementation plans for integrating existing systems together to form the seamless enterprise system infrastructure. This should include a detailed system requirement /software requirement study and comprehensive TORs for the recommended IT solution.

v. System architecture specification at enterprise level for required new components and module with appropriate connectors, which will be identified during the system study.

vi. Roadmap for implementation.

vii. Make a presentation to EPF management.

viii. Technological support if necessary subsequent to submitting BPR including the following;

- a. Tender documentation
- b. Selecting vendors for appropriate IT system,
- c. Procuring recommended hardware and software, etc

- 4.3 The BPR should be completed within 03 months from the day that the selected vendor and Department of EPF sign the agreement for the project. Within one month of the commencement of the assignment, submit an inception report stating the project plan and any issues anticipated. The report will be discussed at an inception meeting comprising of all stakeholder representatives. Further it is essential to provide all deliverables within the said periods.
- 4.4 The team should consist of senior academic/professional staff members covering the required expert areas as mentioned in the scope of work.
- 4.5 The said officers should ensure that the BPR report is prepared in a participatory manner that supports and strengthens the commitment of EPF management and staff, ensures the realism in terms of scope and expectations, acknowledges the challenges inherent in the process such as resistance to change. Further the vendor should maintain confidentiality of all information obtained from EPF.

5. General Instructions

- 5.1 Superintendent of EPF's (S/EPF) decision with regard to the short-listing of Bidders through this EOI shall be final and the S/EPF reserves the right to reject any or all of the bids without assigning any reason.
- 5.2 This EOI is not an offer and is issued with no commitment. S/EPF reserves the right to withdraw the EOI and change or vary any part thereof at any stage. S/EPF also reserves the right to disqualify any bidder, should it be so necessary at any stage.
- 5.3 S/EPF reserves the right to withdraw this EOI if S/EPF determines that such action is in the best interest of the EPF.
- 5.4 Shortlisted Bidders would be issued formal tender enquiry/Request for Proposal inviting their technical and commercial bids to be submitted at a later date.
- 5.5 Timing and sequence of events resulting from this EOI shall ultimately be determined by S/EPF.

- 5.6 No oral conversation(s) or agreements with any official, agent, or employee of EPF shall affect or modify any terms of this EOI and any alleged oral agreement or arrangement made by a Bidder with any division, official or employee of EPF shall be superseded by the definitive agreement that results from this EOI process. Oral communications by S/EPF to Bidders shall not be considered binding on EPF, nor shall any written materials provided by any person other than S/EPF.
- 5.7 Neither the Bidder nor any of the Bidder's representatives shall have any claims whatsoever against EPF or any of their respective officials, agents, or employees arising out of, or relating to this EOI or these procedures (other than those arising under a definitive service agreement with the Bidder in accordance with the terms thereof).
- 5.8 Applicants who are found to canvass, influence or attempt to influence in any manner the qualification or selection process, including without limitation, by offering bribes or other illegal gratification, shall be disqualified from the process at any stage.
- 5.9 Each applicant shall submit only one EOI.
- 5.10 Submission of the EOI
- (a). The EOI, and all other relevant documents must be submitted in duly sealed confidential envelopes. The envelope carrying EOI and other relevant documents should be labeled “**EOI for BPR of EPF**” on the top left hand corner of the envelope.
 - (b) All EOIs should be sent via courier to the following address :
Superintendent of Employees' Provident Fund Department, Central Bank of Sri Lanka, No. 13, Sir Baron Jayathilake Mawatha Colombo 01, Sri Lanka.
 - (c) **The EOI must be delivered to the aforesaid address by 3.00 pm Sri Lanka time, on or before 06 April 2016**
 - (b) All late submissions will be rejected and returned unopened. Documents sent by email or facsimile will not be accepted. Any downloaded/photocopied/imitated EOI documents shall not be accepted at the time of opening of the EOI bid. An EOI submitted without the requested information and documents will be rejected.

(c) Submission Requirements

Form Name	Check
Form 1: Covering Letter	
Form 2: General details of the organization	
Form 3: Financial details of the organization (Last 03 years)	
Form 4: Details of Experience of Bidder(Handling similar projects)	
Form 5: Estimated cost as a range	
Form 6: Expected detailed technical proposal	
Form 7: CVs of key personnel involved	

Superintendent of Employees' Provident Fund Department

Central Bank of Sri Lanka

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