

2025 – 2029 Strategic Plan

June 2025



SOCIAL SECURITY BOARD



**BUILDING TRUST,
EMPOWERING FUTURES**



SOCIAL SECURITY BOARD



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SOCIAL SECURITY BOARD

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A SUSTAINABLE SOCIAL SECURITY FOR BELIZE

Social Security Board (SSB) of Belize has been a cornerstone of the nation's social protection system, providing vital benefits and services to contributors and beneficiaries. As we approach the 2025-2029 planning horizon, the organization stands at a pivotal moment in its history. Guided by a commitment to excellence, sustainability, and innovation, this strategic plan outlines a forward-thinking approach to addressing emerging challenges and capitalizing on opportunities to better serve Belizeans.

The Social Security Board (SSB) of Belize is committed to safeguarding the long-term sustainability of the social security system while responding to the evolving needs of its beneficiaries. To achieve this, SSB is undertaking a series of strategic initiatives, including the transformation of operations, automation of services, and strengthening of public engagement. Legislative reforms and further diversification of investments are prioritized to strengthen fund sustainability and build a robust financial future for all Belizeans. These efforts are supported by an emphasis on improving customer service interactions and reducing bureaucratic barriers.



The trends depicted in the financial and operational data reveal key areas of focus for the organization. Short-term branch expenditures have fluctuated significantly in recent years, driven by external factors such as the COVID-19 pandemic, dengue outbreaks, and spikes in respiratory and gastrointestinal infections. Similarly, employment injury claims and expenditures have shown variability, necessitating improved preventive measures and resource allocation. Long-term branch contributions and expenditures highlight a consistent growth trajectory, underscoring the need for continued investment diversification and financial interventions to maintain the fund's equilibrium.

To address these challenges, SSB is focused on modernization and resilience. By leveraging automation, enhancing customer service, and fostering effective public dialogue, the organization aims to deliver efficient and responsive services. Legislative amendments will support operational improvements, while strategic investments will support the sustainability of the fund. These combined efforts reflect the SSB's dedication to safeguarding Belizeans and building a secure future for the nation.

Social Security Board of Belize (SSB) is dedicated to enhancing the social and economic well-being of Belizeans by providing reliable and sustainable social protection services. The **2025-2029 Strategic Plan** sets forth a comprehensive roadmap to strengthen the organization's ability to meet current and future demands while fostering trust and engagement with stakeholders.



OUR VISION, PURPOSE, MISSION & CORE VALUES



SOCIAL SECURITY BOARD


VISION
A dynamic, progressive, and sustainable Social Security system.

MISSION
We deliver an innovative, resilient, people-centered, and sustainable social insurance program that protects against certain vulnerabilities from the womb to the tomb.

PURPOSE
A beacon of hope to improve the quality of life in Belize.

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Figure 1A: SSB Foundational Statements



SOCIAL SECURITY BOARD

Our Core Values
These are our fundamental values that guide our actions and define how we interact with our internal and external stakeholders.

ACCOUNTABILITY
We are responsible and answerable to our stakeholders and the public.

TRANSPARENCY
We are open and straightforward in our processes, actions and results.

INTEGRITY
We are honest, trustworthy and uphold the highest standards of ethics and good governance.

RESPECT
We are considerate and empathetic of everyone.

EXCELLENCE
We are efficient and deliver the highest quality of service.

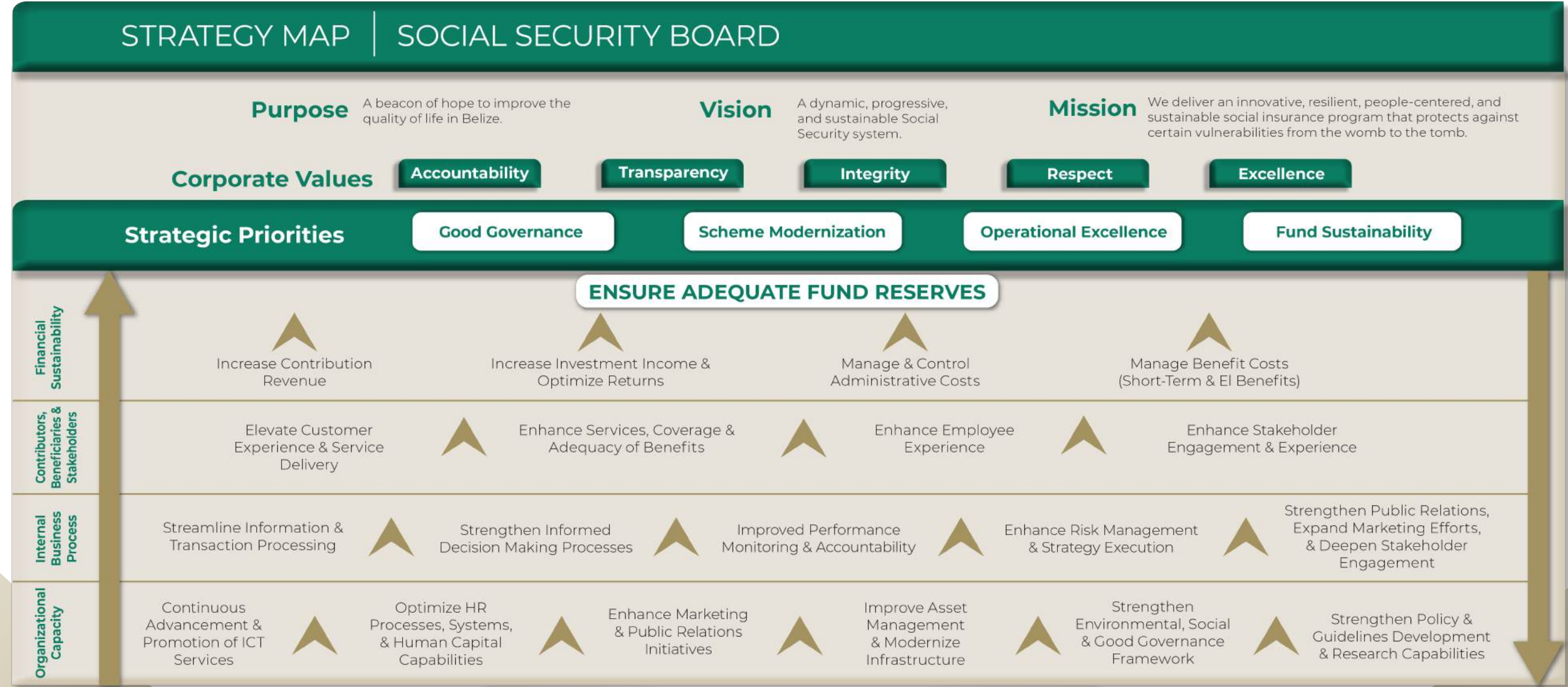
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Figure 1B: SSB Foundational Statements

OUR STRATEGY MAP

The Social Security Board's Strategy Map provides a visual representation of how strategic priorities align with the organization's mission and vision. It serves as a guide for decision-making, resource allocation, performance management, and strategy communication, providing a clear pathway toward achieving long-term success. The Strategy Map illustrates how the interconnected elements of **Organizational Resources**, **Operational Excellence**, **Good Governance**, **Scheme Modernization**, and **Fund Sustainability** work together to fulfil SSB's mission of providing sustainable and inclusive social security services while driving national development.

Figure 2: SSB Strategy Map



STRATEGIC PRIORITIES

This plan is built on four (4) strategic priorities that guide our efforts to transform the organization into a dynamic, customer-focused, and sustainable institution:

Figure 3: SSB Strategic Priority Areas

STRATEGIC PRIORITIES	Definition
Good Governance	Exercised vested authority is accountable, transparent, predictable, participative and dynamic.
Scheme Modernization	A relevant, flexible, and inclusive system that adapts to changing needs, ensures resilience and predictability, by legislative reform and leveraging digital solutions to enhance service and customer experience.
Operational Excellence	Continuous improvement of processes, systems, and resources to deliver high-quality services efficiently and effectively.
Fund Sustainability	Achieve long-term financial sustainability for the Social Security Fund by effectively manageing investments, ensuring adequate reserves, and fulfilling our commitment to beneficiaries.

To support these priorities, the plan incorporates measurable goals, a robust monitoring framework, and a commitment to stakeholder engagement. Through ongoing evaluation and adaptation, we will strengthen our alignment with national priorities and proactively address the evolving needs of Belizeans.

STRATEGIC PRIORITY 1: GOOD GOVERNANCE

Good governance is the foundation of a strong and accountable Social Security system. It upholds the exercise of vested authority with transparency, integrity, and responsibility. By fostering participatory decision-making, predictability, and adaptability, the Social Security Board remains committed to upholding ethical leadership, sound policies, and effective oversight. Strengthening governance structures and practices will enhance public trust, organizational resilience, and overall service delivery. The following Strategic Objectives will allow SSB to achieve this Strategic Priority:

Figure 3A: SSB Strategic Priority 1

STRATEGIC OBJECTIVES	
#	
SP 1.1	Launch Purpose, Mission, Vision, Values, And Strategic Priorities
SP 1.2	Ensure Organization-Wide Understanding of SSB's Good Governance Framework
SP 1.3	Establish And Implement Enterprise Risk Management Discipline
SP 1.4	Ensure Adequate Systems and Structure for Business Continuity
SP 1.5	Establish A Policy & Programs Department
SP 1.6	Establish A Robust Anti-Fraud Framework
SP 1.7	Increase Responsiveness to Internal Audit Recommendations
SP 1.8	Increase Responsiveness to Accepted External Auditor Recommendations
SP 1.9	Establish A Technology Enablement Committee (TEC)
SP 1.10	Implement An Environment, Social, Governance (ESG) Strategy

STRATEGIC PRIORITY 2: SCHEME MODERNIZATION

A modern Social Security scheme must be relevant, flexible, and inclusive, evolving to meet the changing needs of the workforce and society. By focusing on legislative reform, leveraging digital solutions, optimizing processes, and building resilience, the Social Security Board aims to enhance service delivery, improve customer experience, and maintain predictability. This modernization effort is essential for fostering a system that remains responsive and accessible to all stakeholders. The following Strategic Objectives will allow SSB to achieve this Strategic Priority:

Figure 3B: SSB Strategic Priority 2

STRATEGIC OBJECTIVES	
#	
SP 2.1	Development of a Procedure for Review of and Amendments to Legislation
SP 2.2	Review Actuarial Recommendations for Legal Reform
SP 2.3	Enhancement of The Self-Employed Scheme
SP 2.4	Assess Non-Contributory Pension
SP 2.5	Consolidate List of Proposed Legal Amendments
SP 2.6	Implementation of Approved Reform
SP 2.7	Establish A Framework for the Long-Term Funding of The Social Security Scheme
SP 2.8	Explore New SSB Benefits
SP 2.9	Consideration of Coverage Expansion for Any Excluded Groups
SP 2.10	Adapting To New Forms of Employment
SP 2.11	Establish Business Intelligence Competency Center [BICC]
SP 2.12	Develop And Launch SS Mobile App
SP 2.13	Implement Self-Service Kiosks for Selective Services
SP 2.14	Enhance Agency & Corporate Integrations

STRATEGIC PRIORITY 3: OPERATIONAL EXCELLENCE

Operational excellence is the continuous pursuit of efficiency, quality, and innovation in delivering social security services. By improving processes, optimizing systems, and investing in human and technological resources, the Social Security Board aims to provide timely, effective, and customer-centric services. A culture of excellence will drive performance, enhance stakeholder satisfaction, and position the organization to achieve its strategic objectives. The following Strategic Objectives will allow SSB to achieve this Strategic Priority:

Figure 3C: SSB Strategic Priority 3

STRATEGIC OBJECTIVES	
#	
SP 3.1	Execute A Records Resiliency Project
SP 3.2	Implement A Cyber Resiliency Project
SP 3.3	Implement New HR Information System
SP 3.4	Elevate Customer Experience & Service Delivery
SP 3.5	Increase Membership & Compliance and Reduce Fraud
SP 3.6	Draft And Execute a Comprehensive Human Capital Management Strategy
SP 3.7	Improve Brand Sentiment
SP 3.8	Provide Adequate Office Infrastructure/Building
SP 3.9	Optimize Administrative Efficiencies
SP 3.10	Strengthen Change Management Capabilities

STRATEGIC PRIORITY 4: FUND SUSTAINABILITY

The long-term sustainability of the Social Security Fund is vital to upholding our commitment to beneficiaries. This requires prudent financial management, sound investment strategies, and maintaining adequate reserves to safeguard future payouts. By proactively addressing economic shifts, demographic trends, and actuarial assessments, the Social Security Board will strengthen the Fund’s resilience and preserve its role as a reliable source of social protection for generations to come. The following Strategic Objectives will allow SSB to achieve this Strategic Priority:

Figure 3D: SSB Strategic Priority 4

STRATEGIC OBJECTIVES	
#	
SP 4.1	Enhance Portfolio Risk Management
SP 4.2	Expand and Optimize Local Investment Opportunities
SP 4.3	Develop and Execute Portfolio Diversification Strategies
SP 4.4	Establish Robust Performance Monitoring Framework
SP 4.5	Develop Investment Marketing and Public Relations Campaigns
SP 4.6	Streamline and Improve Internal Processes
SP 4.7	Strengthen Human Resource Capacity in the Investment Services Department
SP 4.8	Ensure Ongoing Regulatory Compliance and Monitoring
SP 4.9	Increase Transparency in Investment Operations

STRATEGIC ROAD MAP

The roadmap for the Social Security Board’s Strategic Plan outlines the key phases and milestones necessary to achieve our strategic objectives. It provides a structured timeline for implementing initiatives, optimizing operations, and enhancing service delivery. By aligning resources, monitoring progress, and adapting to emerging challenges, this roadmap helps SSB remain focused on its mission of providing social protection while fostering continuous improvement and innovation.

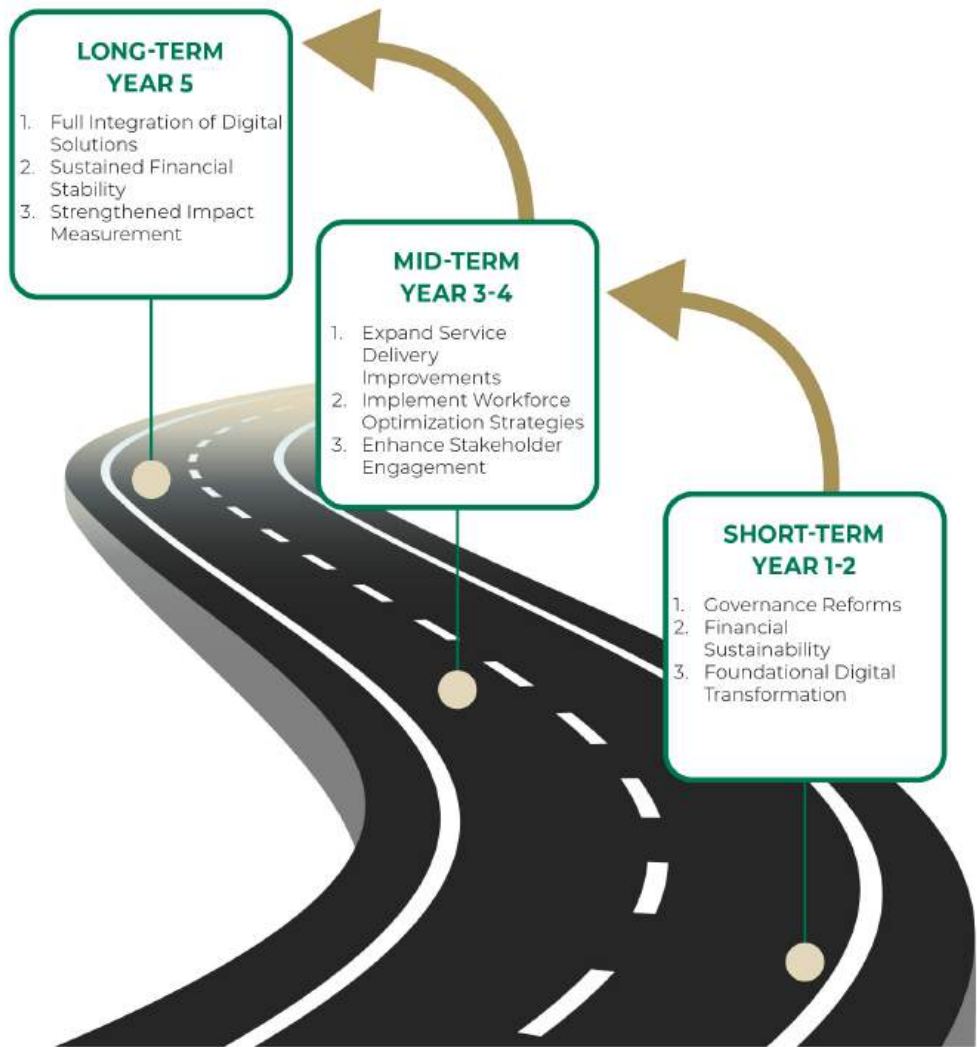


Figure 4: Strategic Road Map

PERFORMANCE MEASUREMENT AND MONITORING

Effective implementation of the Strategic Plan requires a robust framework for tracking progress, assessing impact, and upholding accountability. Performance measurement and monitoring enable the Social Security Board (SSB) to evaluate success, identify areas for improvement, and make data-driven decisions to achieve strategic objectives.

KEY PERFORMANCE INDICATORS (KPIs)

To measure progress, SSB will establish Corporate Key Performance Indicators (KPIs), and Corporate Targets aligned with each strategic priority. These KPIs will track performance in areas such as governance, operational efficiency, financial sustainability, and customer satisfaction.

Figure 5: Corporate Key Performance Indicators

STRATEGIC PRIORITIES	CORPORATE KPI
Good Governance	Completion of Governance Framework (incl. Communication & Implementation Plans) Governance Maturity Level
Scheme Modernization	Legislative Reform Milestones Achieved Digital Service Implementation Rate (% of services online) Customer Digital Adoption Rate (% of users utilizing digital channels)
Operational Excellence	Service Turnaround Time (average days to deliver key services) Employee Engagement Index Customer Satisfaction Rate
Fund Sustainability	Investment Scorecard Index (composite performance measure) Sectoral Allocation Alignment Rate Liquidity Coverage Compliance Rate

REPORTING AND ACCOUNTABILITY

A structured reporting system will facilitate the effective communication of performance results to leadership and stakeholders.

This will include:

- **Periodic Reports** – Detailed progress reports presented to the Board of Directors and key stakeholders, providing updates on our Corporate Targets and Strategic Initiatives.
- **Performance Review Meetings** – Regular discussions to analyze trends, challenges, and corrective actions.
- **Public Accountability Reports** – Transparent reporting on key achievements and challenges to maintain public trust.

By integrating performance measurement and monitoring into daily operations, SSB will foster a culture of accountability, continuous improvement, and strategic alignment. This approach enables the organization to remain agile and responsive in fulfilling its mission of delivering sustainable and high-quality social security services.

IMPLEMENTATION PLAN

The successful execution of the Strategic Plan depends on a structured and coordinated approach to implementation. This section outlines the key steps, responsibilities, and risk management strategies that facilitate the effective translation of strategic priorities into action.

ROLES AND RESPONSIBILITIES

Clear accountability is essential for driving progress. Implementation will be guided by:

- **Board of Directors** – Provides strategic oversight and reinforces alignment with governance principles.
- **Executive Leadership** – Leads execution, allocates resources, and monitors performance.
- **Department Heads & Managers** – Drive initiatives within their functional areas and report on progress.
- **Employees & Stakeholders** – Actively contribute to achieving objectives and fostering innovation.

MONITORING AND ADJUSTMENT

The implementation process will be continuously evaluated to strengthen its effectiveness. This includes:

- **Regular Progress Reviews** – Scheduled assessments to track milestone achievements.
- **Stakeholder Engagement** – Gathering feedback to refine initiatives and enhance impact.
- **Strategic Adjustments** – Making data-driven modifications to keep the plan on course.

By following this structured implementation plan, the Social Security Board will translate its strategic objectives into measurable results, creating lasting value for beneficiaries and stakeholders.



SOCIAL SECURITY BOARD 2025 - 2029

The Social Security Board's Strategic Plan sets a path toward strengthening governance, modernizing services, achieving operational excellence, and safeguarding the Fund's long-term sustainability. Through strategic initiatives and a commitment to continuous improvement, SSB will enhance service delivery, embrace innovation, and uphold its mission of providing social protection to the people of Belize. Successful implementation will require collaboration, adaptability, and accountability at all levels. By staying focused on our priorities and engaging stakeholders, we will build a resilient, inclusive, and future-ready Social Security system that meets the evolving needs of our beneficiaries.



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