

NORTH MACEDONIA EMERGENCY COVID-19 RESPONSE PROJECT



РЕПУБЛИКА СЕВЕРНА МАКЕДОНИЈА
REPUBLIKA E MAQEDONISE SE VERIUT
Министерство за труд и социјална политика
Ministria e Punës dhe Politikës Sociale

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REPUBLIKA E MAQEDONISE SE VERIUT
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PROJECT OPERATIONAL MANUAL

May 2021

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ABBREVIATIONS AND ACRONYMS	
BFP	Bank Facilitated Procurement
CB	Cash Benefits
CQ	Selection based on Consultant's Qualification
CS	Consulting Services
CBMIS	Cash Benefit Management Information System
CG	Consultative Group
CPS	Country Partnership Strategy
DA	Designated Account
DC	Direct Contracting
EA	Employment Agency
EC	Evaluation Committees
EBRD	European Bank for Reconstruction and Development
ESMF	Environmental and Social Management Framework
EU	European Union
EOI	Expressions of Interest
EUD	European Union Delegation
FB	Fixed Budget
FBS	Fixed Budget Selection
FDI	Foreign Direct Investments
FM	Financial Management
FMIS	Financial Management Information System
FMR	Financial Monitoring Reports
FTCF	Fast Track COVID-19 Facility
GOM	Grant Operations Manual
GRM	Grievance Redress Mechanism
GRS	Grievance Redress Service
GMI	Guaranteed Minimum Income
HEIS	Hands-on Expanded Implementation Support
HIF	Health Insurance Fund
ICT	Information and Communication Technology
IFMR	Interim Financial Monitoring Report
IPCWMP	Infection Prevention and Control and Waste Management Plan
INDC	Intended Nationally Determined Contribution
IT	Information Technology
IAS	International Accounting Standards
IBRD	International Bank for development and reconstruction
IC	Individual Consultants
ICU	Intensive Care Units
ICB	International Competitive Bidding
IFB	Invitation for Bids
IOC	Incremental Operating Costs
ITQ	Invitation to Quote
LMP	Labor Management Procedures
L/C	Least Cost
LCS	Least Cost Selection
LOI	Letter of Invitation

LSP	Labor and Social Protection
MIS	Management and IT System
MOF	Ministry of Finance
MoH	Ministry of Health
M&E	Monitoring and Evaluation
MLSP	Ministry of Labor and Social Protection
MOES	Ministry of Education and Science
MPA	Multiphase Programmatic Approach
NBRM	National Bank of the Republic of North Macedonia
NPV	Net Present Value
NGO	Non-Governmental Organization
PAD	Project Appraisal Document
PDO	Project Development Objective
PFR	Public Finance Review
PID	Project Implementation Documents
PO	Project Objectives
PMU	Project Management Unit
PISA	Program for International Student Assessment
POM	Project Operational Manual
PPSD	Project Procurement Strategy for Development
QCBS	Quality Cost Based Selection
RPF	Resettlement Policy Framework
RFP	Request for Proposals
RM	Republic of North Macedonia
SAO	State Audit Office
SCD	Systematic Country Diagnostic
SEP	Stakeholder Engagement Plan
SFA	Social Financial Assistance
SIAP	Social Insurance Administration Project
STEP	Systematic Tracking of Exchanges in Procurement
SPRP	Strategic Preparedness and Response Program
SWC	Social Work Center
TOR	Terms of Reference
SBD	Standard Bidding Documents
SOE	Statements of Expenditure
SPIL	Social Protection Investment Loan
SPN	Specific Procurement Notices
SS	Sole Source
SSIP	Social Services Improvement Project
SSO	State Statistical Office
SSS	Single Source Selection
TR	Training
TSA	Treasury Single Account
TS	Technical Specification
UNDP	United Nations Development Program
UNICEF	United Nations Children's Fund
VAT	Value Added Tax
WB	World Bank

WP	Work Program
WG	Working Group
WHO	World Health Organization

I. INTRODUCTION

On April 2, 2020, the Board approved the Multiphase Programmatic Approach (MPA), supported under the Fast Track COVID-19 Facility (FTCF). The MPA visibly commits substantial resources and complements funding by countries and activities supported by other partners to help ensure adequate resources to fund a rapid emergency response to COVID-19. In parallel, the Board approved with the MPA the financing of Phase 1 of the Program for 25 Investment Project Financing operations under the Strategic Preparedness and Response Program (SPRP) for countries across the world.

This Project Operational Manual (POM)

The Borrower, through Ministry of Labor and Social Policy (MLSP), shall carry out the Project in accordance with the provisions of a manual (the Project Operational Manual), in a manner and with contents acceptable to the Bank, including inter alia: (a) the indicators to be used in the monitoring and evaluation of the Project; (b) the procedures for Project monitoring, supervision and evaluation, including the format and content of the Project Reports; (c) Personal Data collection and processing requirements in accordance with good international practices; (d) the procurement and financial management procedures; (e) the procedures for the payments of bonuses for health workers , Cash Benefit and Cash Transfers; (f) the eligibility criteria for the beneficiaries of: (i) Cash Benefit; (ii) Cash Transfers; and (iii) basic supplies under Part 2.1(b) of the Project; and (g) the Anti-Corruption Guidelines.

Except as the Bank may otherwise agree in writing, the Borrower, through MLSP, shall not abrogate, amend, suspend, waive, or otherwise fail to enforce the Project Operational Manual or any provision thereof.

II. PROJECT DESCRIPTION

The MPA Program Development Objectives (PrDO) is to prevent, detect and respond to the threat posed by COVID-19. Countries and regional organizations under the MPA would aim to address all aspects of the PrDO, or the ones that are most relevant for them.

Project Development Objectives (PDO). The PDO is to prevent, detect and respond to the threat posed by COVID-19 and strengthen national systems for public health preparedness.

PDO level indicators: The PDO will be monitored through the following PDO level outcome indicators:

- I. Number of people tested for COVID-19 identification per MoH approved protocol;
- II. Recovery rate from COVID-19;
- III. Number of beneficiaries receiving financial support to enable social distancing

Project Components.

The Project has the following three components:

- Component 1 – Emergency COVID-19 Response

- Subcomponent 1.1: Enhancing case detection, confirmation, contact tracing, reporting and monitoring
- Subcomponent 1.2: Health system strengthening
- Subcomponent 1.3: Financing of bonuses for health workers
- Component 2 – Household Support to Enable Social Distancing
 - Subcomponent 2.1: Temporary social assistance support
 - Subcomponent 2.2: Temporary unemployment insurance support
- Component 3. Project Implementation, Communications, Community Engagement, and Monitoring

Component 1: Emergency COVID-19 Response

This component would provide immediate support to the Republic of North Macedonia to limit the local transmission of COVID-19 through containment strategies. It would support enhancement of case detection capacities through the provision of technical expertise, laboratory equipment and systems to ensure prompt case finding and contact tracing, consistent with WHO guidelines in the Strategic Response Plan. It would enable North Macedonia to mobilize surge response capacity through financing the bonuses of trained and well-equipped frontline health workers who were not envisioned in the state budget. Support will also be provided for limited renovations and purchase of equipment if needed to operationalize additional ICU beds, and for medical waste management and disposal systems. It is important to note that the operational and financial landscape of the response is subject to rapid change; therefore, the planned interventions will be continually assessed against ongoing and emerging needs and adjustments will be made as required to best support the country in achieving the best outcomes.

Component 2. Household Support to Enable Social Distancing

This component will finance temporary income support to eligible individuals and households to enable them to comply with the social distancing measures the government has introduced to contain the COVID-19 pandemic. The component will finance the provision of temporary social assistance support through: (a) the financing of cash transfers to vulnerable households adversely affected by the economic consequences of COVID-19; and (b) the provision of food and basic supplies to quarantined populations and COVID-19 affected households. Additionally, it will finance the temporary unemployment insurance support through the provision of a cash benefit for those who have lost their jobs due to the crisis

Component 3. Project Implementation, Communications, Community Engagement, and Monitoring

This component will support the administrative and human resources needed to implement the project and monitor and evaluate progress. It will finance staff, consultant costs, and operating costs associated with project implementation, coordination and management, including support for procurement, financial management, environmental and social safeguards, outreach activities, communication

campaigns, monitoring and evaluation, reporting and stakeholder engagement; information system maintenance; operating and administrative costs; technical assistance to strengthen the Project's emergency response (e.g. development of testing, treatment, referral and discharge protocols, streamlining of the EA procedures); and longer-term capacity-building for pandemic response and preparedness. This component will also finance performance audits focusing on key project activities, which will be carried out by an external auditor under terms of reference acceptable to the Bank.

This component will support the development of communication, outreach and awareness building campaigns to ensure culturally relevant information is disseminated to properly sensitize citizens to the risks related to COVID-19 and accessible information regarding the cash and in-kind benefits financed under the project. Information will be disseminated through various accessible channels (e.g., radio, television, internet, printed media), and will be designed to reach the vulnerable and remote population. The communication around both types of activities (cash transfers and in-kind support) will provide an opportunity to promote appropriate hygiene and preventive health measures, as well COVID-19 infection prevention messaging. The information sharing activities will be initially supported by the ongoing Social Services Improvement Project (P162246) through outreach mechanisms that are already in place.

In addition, the project will implement a feedback mechanism on the COVID-19 response (temporary cash and in-kind benefits and health activities), including a grievance redress mechanism (GRM). To ensure that communities are engaged while social distancing policies are being implemented, the component will support the development of an online platform for all stages of community feedback.

Project Beneficiaries The expected project beneficiaries will be a subset of the population at large who will be affected by the COVID-19 response supported by the project. Given the nature of the disease, they would include infected people; at-risk populations, particularly the elderly and people with chronic conditions; medical and emergency personnel; medical and testing facilities; and public health agencies engaged in the response in the Republic of North Macedonia. Direct beneficiaries will also include those reached by the social mitigation and HIF premium coverage measures, estimated to be around 85,000 households representing some 300,000 individuals. Depending on the spread of the pandemic, the number of indirect beneficiaries would potentially be 2.1 million people, 20.6 percent of whom are older than 60 years (age bracket in which case fatalities are concentrated).

III. KEY IMPLEMENTATION AND COORDINATION ARRANGEMENTS AND RESPONSIBILITIES

A. Institutional and Implementation Arrangements

The project will be implemented over a period of up to two years, with the Ministry of Health (MoH) and MLSP as the key implementing agencies.

The MoH and MLSP will be accountable for the execution of Project activities and implementation would rely on their existing structures, with the additional support of an existing Project Management Unit (PMU) already established within the MLSP for implementation of the Social Services Improvement Project (SSIP) and the Social Insurance Administration Project (SIAP).

For Component 1 activities, decisions will be made by the MoH in coordination with the Institute and Centers of Public Health and other institutions involved in COVID related activities.

For Component 2 activities, decisions will be made by the MLSP and the Employment Agency in coordination with their local offices (Centers for Social Work and Employment Agency offices).

The project implementation structure will consist of:

1. Minister of Labor and Social Policy or Deputy Minister of Labor and Social Policy¹
2. Minister of Health
3. Project Management Unit - PMU,

1. Minister of Labor and Social Policy

The Minister of Labor and Social Policy or Deputy Minister of Labor and Social Policy (see footnote 1)– is the implementing authority and is entitled to make decisions and approve project annual working plans, budgets and reports. The Minister is entitled to sign contracts and payment documents awarded under the Project.

2. Minister of Health

The Minister of Health is the implementing authority and is entitled to make decisions for Component 1 activities, in coordination with the Institute and Centers of Public Health and other institutions involved in COVID related activities.

3. Project Management Unit.

The PMU will report to the MoH and MLSP Ministers and will be responsible for day-to-day project implementation, overall project coordination, monitoring activities, safeguards and fiduciary functions (procurement, disbursement and accounting), and reporting. The PMU will be housed in the MLSP and headed by a project manager. Additional key PMU functions include two coordinators—one each for Component 1

¹During the periods of technical/transitional government, extraordinary circumstance, or other circumstances in which there is no Minister in place

and Component 2 of the Project, safeguards experts (environmental and social safeguards issues), fiduciary staff (procurement specialist, financial management specialist, financial management assistant and procurement assistant), two IT officers, an M&E specialist. Some of the existing SSIP PMU staff will assume the listed functions. An additional health specialist will be hired or appointed within 30 days of the loan effectiveness. Up to two additional health specialists may be hired during the project implementation.

The PMU staff shall be retained in full for the lifetime of the Project, subject to satisfactory performance. The establishment of the PMU is supported by Loan funds and PMU staff shall work under respective TORs acceptable to the Bank and remunerated on the basis of market rates in order to avoid fluctuation of the skilled staff.

To regulate the PMU staff responsibilities the PMU staff shall enter into contract with MLSP using the standard World Bank (WB) time-based form of contract for small assignments. These contracts prescribe in detail scope of work for each PMU consultant, rights and responsibilities for both contractual parties and both contractual parties must respect and behave accordingly while conducting project activities and tasks. The PMU contracts have to be approved by the WB.

Main responsibilities of PMU fall into the following groups of activities but are not limited to:

Manage and administer Project implementation that includes (i) coordination of overall project implementation activities; (ii) coordination of involved institutions in order to make sure that the project activities are implemented in a technically and timely harmonized manner, (iii) coordination of international and local consultants and (iv) act according the WB team's requirements.

Planning and budgeting that includes precise assessment of the activities related to project preparation and implementation from their technical, financial and procurement viewpoint.

Procurement that includes (i) ensuring compliance with the procurement rules and procedures as defined in the applicable Regulations, Legal Agreement, POM, Project Procurement Strategy for Development (PPSD) and Procurement Plan of the Project; (ii) preparation of annual procurement plans agreed with the project involved institutions and approved by the WB; (iii) preparation or coordination the preparation with respective units in the Ministry's or external consultants, as relevant, of the specification for goods, works and services to be procured and resulting bidding and tender documents in accordance with the agreed procurement plan; (IV) contract signing, implementation and monitoring implementation of signed contracts; (v) using the electronic platform for Systemic Tracking of Exchanges in Procurement (STEP); and (vi) preparing progress reports on procurement as part of the Project progress reports.

Financial management and accounting that includes organization and operation of the Project financial management system acceptable to the WB. The system shall be established for the project on the basis of similar systems used in other Bank financed projects. The system is to include an accounting and control module with the capability to record and retrieve in a timely manner all financial transactions under the project. In addition, the financial management and accounting will follow the national financial management, accounting and reporting requirements.

Ensure compliance with environmental and social requirements. The PMU shall ensure that the daily implementation of the project is according to the environmental and social requirements as given in the Project Environmental and Social Management Framework (ESMF) with an annex covering Labor Management Procedures (LMP), and a Stakeholder Engagement Plan (SEP).

Auditing includes external annual audit of project accounts and financial records in accordance with the WB requirements. In addition to the usual Project Financial Audit the Project would include Performance Audit of the implemented project activities.

Monitoring and evaluation includes establishment of arrangements for systematic comparison of actual project activities against plan on the basis of agreed indicators and objectives. The PMU has to monitor the Project according the result framework of Monitoring and Evaluation placed in Annex 1. The PMU should also monitor the environmental and social performance of the overall project.

Reporting includes establishment of regular reporting system that is able to produce information about the Project as stipulated in the Loan Agreement, Project Appraisal Document (PAD), in this POM or as may be from time to time requested by the WB, MLSP, MOH, Ministry of Finance (MOF) or authorized officials from the project beneficiaries.

Detailed description of PMU staffing requirements and tasks to be delivered is given in Section VIII of this POM.

Grievance Redress Mechanism

An on-line Grievance mechanism and registry shall be established within the MLSP (<http://www.mtsp.gov.mk/>), and on the MOH's web site there shall be a link to MLSP site/GRM. The oversight body of the project will receive each grievance and delegate competent bodies for response. The aim is to inform all stakeholders of the procedures for submitting a grievance/suggestion regarding the Project and receiving response of the submitted grievance. Same mechanism will be available at the dedicated social network accounts for the project. Information about the GRM shall be locally advertised i.e. at social assistance centres and local governments.

In addition to the on-line submission avenue, any comments/concerns/grievance can be submitted to the MOH and MLSP verbally (personally or by telephone) or in writing by filling in the Project Grievance Form (by personal delivery, post, fax or e-mail to

the MLSP contact person). Individuals who submit comments or grievances have the right to request that their name be kept confidential. Grievances may be submitted anonymously, although in such cases, the person will not receive any response. All comments and grievances will be responded to either verbally or in writing, in accordance with the preferred method of communication specified by the complainant, if contact details of the complainant are provided.

Complainant feedback on the resolution

The complainant will be informed about the proposed corrective action and follow-up of corrective action within 15 calendar days upon the acknowledgement of grievance. The acknowledgment will be done within 48 hours. In situation when the competent body, that received the grievance through PMU, is not able to address the issue verified through the grievance mechanism or if action is not required, it will provide a detailed explanation/ justification on why the issue was not addressed. The response will also contain an explanation on how the person/ organisation that raised the grievance can proceed with the grievance in case the outcome is not satisfactory. At all times, complainants may seek other legal remedies in accordance with the legal framework of RNM, including formal judicial appeal.

Contact information for enquiries and grievances:

Emergency COVID-19 Response Project

Ministry of Labour and Social Policy

Str. Dame Gruev no.14, 1000 Skopje, Republic of North Macedonia

E-mail: (TBD) Phone: (tbd)

The GRM will include the following steps:

- **Step 1:** Submission of grievances either orally, in writing via suggestion/grievance box, through telephone hotline/mobile, mail, SMS, social media (WhatsApp, Viber, FB etc.), email, website, and via any local institution partner of the project
The GRM will also allow anonymous grievances to be raised and addressed.
- **Step 2:** Recording of grievance, classifying the grievances based on the typology of grievances and the complainants in order to provide more efficient response, and providing the initial response immediately as possible at the local partner or PMU level. The typology will be based on the characteristics of the complainant (e.g., vulnerable groups, persons with disabilities, people with language barriers, etc) and the nature of the grievance
- **Step 3:** Investigating the grievance and Communication of the Response within 15 days
- **Step 4:** Complainant Response: either grievance closure or taking further steps if the grievance remains open. If grievance remains open, complainant will be given opportunity to appeal to the MLSP formal Ministry level 2nd tier complain commission (part of the administrative proceedings)

Monthly/quarterly reports in the form of Summary of grievances, types, actions taken, and progress made in terms of resolving of pending issues will be submitted for the review to all focal points at the implantation structures in the Ministry of Health and Ministry of Labour and Social Affairs. Once all possible avenues of redress have been proposed and if the complainant is still not satisfied then s/he would be advised of their right to legal recourse.

World Bank Grievance Redress System

Communities and individuals who believe that they are adversely affected by a World Bank (WB) supported project may submit complaints to existing project-level grievance redress mechanisms or the WB's Grievance Redress Service (GRS). The GRS ensures that complaints received are promptly reviewed in order to address project-related concerns. Project affected communities and individuals may submit their complaint to the WB's independent Inspection Panel which determines whether harm occurred, or could occur, as a result of WB non-compliance with its policies and procedures. Complaints may be submitted at any time after concerns have been brought directly to the World Bank's attention, and Bank Management has been given an opportunity to respond.

For information on how to submit complaints to the World Bank's corporate Grievance Redress Service (GRS), please visit <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>. For information on how to submit complaints to the World Bank Inspection Panel, please visit www.inspectionpanel.org.

B. Data Security

Large volumes of personal data, personally identifiable information and sensitive data (Data) are likely to be collected and used in connection with the management of the project. In order to guard against abuse of that Data, the project will incorporate best international practices for dealing with such Data in such circumstances. The Project shall also be implemented in accordance to the National Data Protection Law that meet the international standards. Such measures may include, by way of example, data minimization (collecting only Data that is necessary for the purpose); data accuracy (correct or erase Data that are not necessary or are inaccurate), use limitations (data are only used for legitimate and related purposes), data retention (retain data only for as long as they are necessary), use high-end security appliances infrastructure, log management on application and database level (logging info who and when accessed the personal data), informing data subjects of use and processing of data, and allowing data subjects the opportunity to correct information about them, etc. In practical terms, the project will ensure that these principles apply through assessments of existing or development of new data governance mechanisms and data standards for emergency and routine healthcare, data sharing protocols, rules or regulations, revision of relevant regulations, training, sharing of global experience, unique identifiers for health system clients, strengthening of health information systems, etc.

Operative Provisions:

Personal Data collected under the Project will be processed only for purposes defined in the Project. To meet these requirements, Borrower represents and warrants that it will, or will cause its agents or contractors acting on its behalf to:

- a) Process Personal Data only for purposes defined in and only for performing and achieving the Objectives under the Project (“Legitimate Purpose”).
- b) To the extent practical in the circumstances, inform Data Subjects about the Personal Data being Processed using the following form of notice, and keep a log of all Data Subjects who are so informed and where it keeps its register of other data collected in connection with this Project.

Form of notice:

“You are hereby informed that data about you is being collected for public health reasons related to diagnosing, treating or preventing potential Coronavirus (COVID-19). We may share or otherwise automatically process this data for that purpose only. You have the right to inspect this data and correct any errors by contacting us at [*mail for grievance purposes shall be opened*].”

- c) Process only the amount and type of Personal Data necessary for the Legitimate Purpose,
- d) Take due care to ensure that Personal Data collected is accurate, complete, and up-to-date.
- e) Take due care to secure collected Personal Data.
- f) Retain collected Personal Data only for so long as is necessary to fulfill the Legitimate Purpose.
- g) Afford Data Subjects with the ability to inspect Personal Data collected about them and correct any errors in such data.
- h) Establish a procedure for Data Subjects to seek redress for abuse of these provisions.

Related Definitions:

“Data Subject” means an identified or identifiable natural person.

“Personal Data” means any information relating to a Data Subject.

“Processing” means collecting, recording, organizing, structuring, storing, adapting or altering, retrieving, consulting, using, disclosing, sharing or otherwise making available to third parties, erasing or destroying Personal Data collected under the Project.

Data Protection Guidance & Examples are given in Annex 3

IV. PROCUREMENT ARRANGEMENTS

A. Applicable Procurement Framework:

Procurement under the project will follow the World Bank's Procurement Regulations for IPF Borrowers for Goods, Works, Non-Consulting and Consulting Services, dated July 1, 2016 (revised in November 2017 and August 2018). The project will be subject to the World Bank's Anticorruption Guidelines, dated October 15, 2006, revised in January 2011, and as of July 1, 2016.

A streamlined Project Procurement Strategy for Development (PPSD) is currently being developed by the existing PMU (implementing Social Services Improvement Project and Social Insurance and Pension Administration Project) at the MLSP and its finalization has been deferred to the implementation stage. The initial procurement plan for the project will cover the first three months of project implementation and will be updated during implementation. All the selection methods defined in the applicable Procurement Regulations can be used, however, priority will be given to streamlined and simple procedures and to those which ensure expedited delivery, such as: Direct Selection, Request for Quotations with no threshold limit for this method as appropriate, Framework Agreements (including tapping into existing ones, provided the call-offs under the project incorporates the requirement for compliance with the Bank's Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the World Bank Group's Sanctions Framework), Procurement from UN Agencies following Direct Selection using existing standard agreements, Engagement of UN Agencies to provide technical assistance or outputs (combination of technical assistance and inputs) and Consultant's qualifications based selection. Procurement will follow either international or national approach in accordance with the procurement thresholds as indicated in the PPSD.

Given the emergency of the situation, procurement under the project will be frontloaded to the maximum extent possible, according to the availability of medical supplies during the first year of project implementation.

The proposed procurement approach prioritizes fast track emergency procurement for the emergency goods, works and consulting and non-consulting services needed. Key measures to fast track procurement include: (i) use of simple and fast procurement and selection methods fit for an emergency situation including direct contracting, as appropriate, (ii) streamlined competitive procedures with shorter bidding time, (iii) use of framework agreements including existing ones, (iv) procurement from UN Agencies enabled and expedited by Bank procedures and templates, (v) use of procurement agents, (vi) force account, as needed, and (vii) increased thresholds for Requests For Quotations and national procurement among others, as well as minimal or no prior review for emergency procurement. If requested by the borrower, the Bank may consider the option of procurement hands-on expanded implementation support to help expedite all stages of procurement – from help with supplier identification, to support for bidding/selection and/or negotiations to contract signing and monitoring of implementation. In addition, Bid Securing Declaration may be asked in lieu of a Bid Security; Performance Security may not be required for small contracts; Advance payment may be increased to 40 percent while secured with the advance payment guarantee. The time for submission of bids/proposal can be shortened to 15 business days in competitive national and international procedures, and to 5

business days for the Request for Quotations depending on the value and complexity of the requested scope of bid and capacity of firms (local and international) to prepare responsive bids in the proposed periods; Standstill period will not apply in any procurement under the project. In Annex 4 there are negotiation tips that can be used under the project where justified and needed to respond to emergency. Also in Annex 5 there is Summary of key features for Goods-RFQ and Direct Procurement Documents

Retroactive financing and advance procurement may be considered under the project, subject to the conditions set out in paragraphs 5.1 and 5.2 of the World Bank's Procurement Regulations for Borrowers. In accordance with the Procurement Regulations, the Bank requires the application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation the Bank's right to sanction and the Bank's inspection and audit rights. To ensure compliance with the above provisions in bidding processes that have already been conducted and for which the awarded/signed contracts did not include the relevant fraud and corruption (F&C) provisions, the MLSP and MOH shall require such suppliers/consultants and contractors to sign the Letter of Acceptance of the World Bank's Anticorruption Guidelines and Sanctions Framework so that these contracts can be eligible for financing under this project. The Bank's template for such a letter of acceptance by the existing contractors is attached in Annex 6. The Bank will not finance any contracts that do not include the Bank's F&C-related clauses. The MLSP and MOH will also provide to the Bank the list of contractors/suppliers and subcontractors/sub-suppliers under these contracts for the Bank to ensure that the firms chosen are not and were not at time of award or contract signing on the Bank's List of Debarred Firms. Contracts awarded to firms debarred or suspended by the Bank (or those that include debarred or suspended subcontractors/sub-suppliers) will not be eligible for the Bank's financing.

Procurement of second-hand goods may be considered under the project where justified and needed to respond to emergency. A procurement process for goods shall not mix second-hand goods with new goods; the technical requirements/specifications should describe the minimum characteristics of the items which could be offered second-hand, i.e., age and condition (e.g. refurbished, like new, or acceptable if showing normal wear and tear); and the warranty and defect liability provisions in the contract shall be written or adapted to apply to second-hand goods. Any risk mitigation measures that may be necessary in relation to the procurement and use of second-hand goods will be reflected in the PPSD.

Hands-on expanded implementation support (HEIS) may be considered in the procurement of the initial needs of the medical equipment and supplies, if requested by the Borrower. As part of HEIS, the Bank will provide at Borrowers' request, *Bank Facilitated Procurement (BFP)* to proactively assist them in accessing existing supply chains. The sample letter to be used by the Borrower to request Banks HEIS and BFP is attached in Annex 7. Once the suppliers are identified, the Bank could proactively support Borrowers with negotiating prices and other contract conditions. Borrowers will remain fully responsible for signing and entering into contracts and implementation, including assuring relevant logistics with suppliers such as arranging the necessary freight/shipment of the goods to their destination, receiving and inspecting the goods and paying the suppliers, with the option of using the World Bank's system of making direct payment to the contractors or suppliers or consultants

on behalf of the Client from the proceeds of the financing, in accordance with the terms of the Loan Agreement. The BFP would constitute additional support to Borrowers over and above usual HEIS which will remain available. If needed, the Bank could also provide hands-on support to Borrowers in contracting to outsource logistics. However, procurement execution remains the responsibility of the Borrower and HEIS does not result in the Bank carrying out procurement on behalf of the Borrower. BFP to access available supplies may include aggregating demand across participating countries, whenever possible, extensive market engagement to identify suppliers from the private sector and UN Agencies. The Bank is coordinating closely with the WHO and other UN agencies (specifically WHO and UNICEF) that have established systems for procuring medical supplies and charge a fee which varies across agencies and type of service and can be negotiated (around 5 percent on average.) In addition, the Bank may help Borrowers access governments' available stock. In providing BFP the Bank will remain within its operational boundaries and mandate which already includes expanded hands-on implementation support to help borrowers achieve the project's development objectives. Procurement for goods/works and services outside this list will follow the Bank's standard procurement arrangements with the Borrower responsible for all procurement steps (or with normal Hands-on Implementation support, as applicable).

Use of Systematic Tracking of Exchanges in Procurement (STEP):The project will use the Systematic Tracking of Exchanges in Procurement (STEP) to plan, record and track procurement transactions. This is mandatory for all procurement transactions subject to post and prior review under the project. The contracts will thus be recorded in and processed through the Bank's planning and tracking system, STEP. This ensures that comprehensive information on procurement and implementation of all contracts for goods, works, non-consulting services, and consulting services awarded under the whole project are automatically available. This tool will be used to manage the exchange of information (such as bidding documents, bid evaluation reports, no objections, and so on) between the implementing agencies and the Bank. The PMU of the MLSP has already used STEP for the purpose of two ongoing World Bank financed projects and is very familiar with the system.

The Borrower will use the Bank's Standard Procurement Documents' (SPD) for all procurement activities - both with international and national approach. The World Bank has prepared and are available for usage COVID-19 Emergency Response SPDs and the relevant forms are published on the WB web site:

<https://www.worldbank.org/en/projects-operations/products-and-services/brief/procurement-new-framework>

Respectively, the complaints arising in connection with contracts for which the Bank's SPDs are used shall be administered and handled in accordance with Annex III of the Regulations.

The procurement notices will be published automatically through STEP on the Bank's external website and UNDB (for procedures applying international market approach), as well as (both for international and national market approach) locally on the Ministry's website, and/or daily newspaper as relevant, and on the portal of Public Procurement Bureau at:

<https://e-nabavki.gov.mk/PublicAccess/home.aspx#/notices>

B. Procurement Planning

The PMU shall use the Bank's online procurement planning and tracking tools STEP to record all procurement actions under IPF operations, including preparing, updating and clearing its Procurement Plan, and seeking and receiving the Bank's review and No-objection to procurement actions as required.

A detailed procurement plan for the Project has been prepared and the initial version as agreed during project negotiations is provided in Annex 2. During project implementation, the procurement plan in agreement with the Bank project team will be updated at least annually by the PMU and in consultation with the involved stakeholders, or as required to reflect the actual project implementation needs and improvements in the implementing agency institutional capacity. The World Bank shall review and issue no-objection, as relevant to updated procurement plan, and any bidding to select suppliers or consultants shall be implemented in accordance with the agreed procurement plan or which has been agreed in writing with the Bank prior to the formal update of the Procurement plan in which this item should be reflected. It is not allowed by the WB to procure any item that is not contained in the Procurement Plan.

To ensure efficient Project implementation, preparation of the Procurement Plan shall be coordinated with preparation of the annual Work Program and budget. The project will be implemented based on annual work programs and budgets prepared by the PMU. Based on inputs from all participating agencies, the PMU will prepare consolidated WPs, incorporating specific activities to be undertaken during the succeeding year. The investment costs included in the WPs shall be clearly spelled out. The WPs will include, inter alia: (a) statement of the objectives to be pursued for the coming year; (b) description by component/sub-component of the activities to be pursued during the year and their detailed budget; (c) equipment to be procured during the year; (d) financing plan; (e) conclusions and recommendations; (f) updated procurement plans.

The Working Plans shall be approved by the Minister of Labor and Social Policy and submitted to the Bank by November 30, each year for the upcoming year.

C. Procurement Responsibilities

PMU, which established within the MLSP as a temporary structure during the projects implementation, will be responsible for the whole cycle of procurement of all goods, works and services under the Project, including filing/record keeping of all related operations and activities, and coordinating the delivery of technical assistance provided by international and local consultants. This includes the following operations (as applicable in accordance with the procurement procedures concerned):

- Prepare Project Procurement Strategy for Development in consultations with relevant project stakeholders/institutions;
- Manage project procurement exchanges through STEP;
- Preparation of procurement plan and its updates in STEP;

- Finalization of technical specifications and terms of reference and their submission to the Bank for review and no-objection, in the format acceptable to the WB;
- Preparation of General Procurement Notices, Specific Procurement Notices and Requests for Expressions of Interest and submission for publication;
- Preparation of bidding documents/requests for proposals;
- Receipt of expressions of interest;
- Preparation of reports on short lists for consulting assignments, based on the review and the recommendation of the evaluation committee, if required;
- Dissemination of bidding documents/requests for proposals;
- Opening of bids for goods and works and opening of financial proposals for consulting services if required;
- Recording and keeping original copies of bidding / performance / advance payment guarantees, bonds or securities;
- Submission of the Letters of expression of interests (LOEI)/bids/proposals/CVs to the Evaluation Committee for evaluation;
- Preparation of evaluation reports;
- Preparation of contracts and participating in contract negotiations, as relevant;
- Notifications to unsuccessful bidders and returning of bid guarantees / securities if applicable;
- Contract management; review of contract execution documentation (reports, acceptance certificates and delivery documents, etc.) and ensuring its compliance with contract conditions;
- Record keeping. All documentation with respect to each procurement will be retained by the PMU according to the requirements of the Legal Agreement. The PMU will furnish such documentation to the World Bank upon request for examination by the World Bank or by its consultants/auditors.

D. Procurement Arrangements

Procurement management is the responsibility of the PMU staff. The PMU is staffed with full-time procurement manager and procurement assistant for the Project lifetime. The PMU procurement staff is responsible for management of all steps of procurement cycle. The detailed TORs of both are attached in Annex 8.

The PMU procurement staff is supported and coordinated by other PMU staff/Institutions in the following way:

- Project Manager is responsible for general coordination of the procurement work on the project;
- Coordinators are responsible for the coordination of the procurement work among the involved stakeholders and for obtaining the draft TORs and TS for the respective component activities,
- The Financial staff ensures that all project financial obligations are met in timely manner, this includes the payment for goods and services, the accounting and bookkeeping of all activities and ensuring the Project is carried out within the specified budget,

E. Retention of Procurement Documents

In addition to uploading and keeping on file the relevant procurement documents in STEP, the PMU shall maintain the procurement documentation depending on the procurement method, as following: copies of all public advertisements, pre-qualification documents (if used), evaluation reports, bidding documents, bid opening minutes, evaluation report (that shall include a detailed record of the reasons used to accept or reject each bid, original Bids/Proposals; all documents and correspondence related to the procurement and execution of the contract, including those in support of the evaluation of Bids/Proposals; and the recommendation for award made, complaints against procedures or recommendation for award, signed copy of the contract and all subsequent amendments or addenda, securities, payment invoices or certificates, as well as the certificates for the inspection, delivery, completion, and acceptance of Goods, Works, and Non-consulting Services, for contracts awarded on the basis of direct procurement (the documentation shall include justifications for using the method etc.).

F. Publication of Procurement Notices

For international procedures the procurement notices will be published automatically through STEP on the Bank's external website and UNDB, as well as locally on the Ministry's website, on the portal of Public Procurement Bureau at: (<https://e-nabavki.gov.mk/PublicAccess/home.aspx#/notices>) and daily newspaper as relevant (not mandatory).

The PMU shall publish the Specific procurement notices on the Ministry's website, on the portal of Public Procurement Bureau at: (<https://e-nabavki.gov.mk/PublicAccess/home.aspx#/notices>) and daily newspaper as relevant (not mandatory),

G. Formation of Evaluation Committees

For procurement of all contracts financed from the Loan an Evaluation Committee (EC) shall be established by the MLSP. The EC will have odd number of members because of voting rights.

For procurement of goods, works and services above Euro 100,000 equivalent per contract, financed from the Loan, an Evaluation Committee (EC) comprising of minimum 5 members shall be established by MLSP.

EC (with voting rights) will be consisted of:

- 1-3 representatives of the stakeholder
- 1-3 representatives from the MLSP
- PMU staff (optionally)

For procurements of goods, works and services below Euro 100,000 equivalent per contract, the EC shall comprise of minimum 3 members:

- 1-2 representative from the MLSP
- 1-2 representative of the stakeholder with relevant knowledge.
- PMU staff (optionally)

The Minister may suggest as a member of the EC at most 1 independent expert with relevant knowledge.

The Project Manager shall appoint one PMU staff to act as a secretary to the EC. The secretary is responsible for preparation of the minutes from the meetings held and is a nonvoting member.

Members of the EC will be appointed by the Minister of Labor and Social Policy of the Republic of North Macedonia in writing.

At least one member of the EC shall be expert with relevant knowledge.

For procurements under the Project component 1, EC should have at least one member/representative from MOH

H. Anti-Corruption Measures

Mitigation of Conflict of Interest. Each person serving as a member of a selection committee, or who is otherwise involved in a procurement process, shall disclose to the Project Manager if they, or any of their immediate family members, are related or otherwise connected to any of the members of the boards of directors or commissioners of the bidders and/or consultants participating in any of the procurement packages ("Interested Member"). Any Interested Member shall exempt himself or herself from further participation in the evaluation process; and any Interested Member who is an Official shall refuse himself or herself from any decisions relating to the evaluation process or contract award.

Each Member of the Evaluation committee before the evaluation process starts, will sign a Declaration of impartiality and confidentiality (sample of the Declaration is given below-point H.1)

H.1 Declaration of impartiality and confidentiality-Sample

Declaration of
impartiality and confidentiality

Publication ref: *(Name of the assignment)*

I, the undersigned, hereby declare that I agree to participate in the evaluation of the above-mentioned procurement procedure for selection of a firm for the assignment " _____ ", ref. no. _____. By making this declaration, I confirm that I have familiarized myself with the information available to date concerning this procurement procedure. I further declare that I shall execute my responsibilities honestly and fairly.

I am independent of all parties which stand to gain from the outcome of the evaluation process. To the best of my knowledge and belief, there are no facts or circumstances, past or present, or that could arise in the foreseeable future, which might call into question my independence in the eyes of any party; and, should it become apparent during the course of the evaluation process that such a relationship exists or has been established, I will immediately cease to participate in the evaluation process.

I agree to hold in trust and confidence any information or documents ("confidential information") disclosed to me or discovered by me or prepared by me in the course of or as a result of the evaluation and agree that it shall be used only for the purposes of this evaluation and shall not be disclosed to any third party. I also agree not to retain copies of any written information or prototypes supplied.

Confidential information shall not be disclosed to any employee or expert unless they agree to execute and be bound by the terms of this Declaration.

Name	
Signed	
Name	
Signed	
Date	

I. Operating Costs

"Operating Costs" means the incremental expenses incurred by the Project Management Unit, on account of Project implementation and includes the costs for office rent and utilities, insurance, operation and maintenance of vehicles, office equipment and supplies, communication costs, dissemination of information, publications, support for information systems, translations, photocopying, bank charges, travel and per diem costs related to the Project, office administration costs, costs for fixed and mobile telephones, internet costs, representation costs, protective personal medical equipment and other reasonable expenditures directly associated with the carrying out of the Project, based on an annual budget approved by the Bank. The following procedures will apply: In all cases where applicable, such as for procuring

office suppliers or for translation the Borrower would request quotations from at least 3 suppliers for any given type of goods and services and would award a “framework contract” for supply of those particular goods and services for a given period of time, which can be extended by signing a contract amendment. For other one off expenditures such as advertising and other similar expenditures the payment shall be based on a received invoice and no contract shall be signed. Operating cost will not include salaries/bonuses of civil servants

V. FINANCIAL MANAGEMENT AND DISBURSEMENT ARRANGEMENTS

A. Financial Management

Financial Management (FM) under the project will be carried out in accordance with the Financial Management Manual for World Bank Investment Project Financing (last revised in February 2017) and documented in accordance with the World Bank’s Guidance: Preparing the Project Appraisal Document (PAD) for the Multiphase Programmatic Approach (MPA) Using Investment Project Financing (IPF) (issued May 2018).

Flexible FM arrangements, modelled along those allowed under emergency operations, will be applied to the Project. Streamlined procedures to expedite decision making and approval of FM exceptions under country projects were agreed and documented in the financing agreement. For operations engaging UN agencies, the FM arrangements are based on the Financial Management Framework Agreement (FMFA) which includes the Single Audit Principle.

The PMU within MLSP will maintain adequate financial management system to ensure that they can provide the Government and the World Bank with accurate and timely information regarding project resources and expenditures. The financial management arrangements will be: (i) capable of correctly and completely recording all transactions and balances related to the Project, (ii) able to facilitate the preparation of regular, timely and reliable financial statements and safeguard the project’s assets; and (iii) subject to auditing arrangements acceptable to the Bank.

Such financial management system includes:

- 1. Adequate staff**, with clearly defined functional and personal responsibilities, based on TORs that are satisfactory to the Bank.

The PMU includes qualified and experienced financial staff that will be further strengthened by hiring additional personnel, as needed. The Project Manager will supervise the implementation activities

- 2. Proper accounting system**, which is going to be updated and maintained for the purpose of assurance of business transactions recording.

With agreed procedures, the project will use the software developed by the local company that is being used for accounting and reporting of the current SSI and SIA Projects.

The accounting books and records will be maintained on the cash basis with additional

information of signed contracts, in conformity with related requirements of the World Bank's financial reporting guidelines. The cash receipts are recognized when received and cash expenditures are recognized when paid rather than when incurred.

Project financial statements will be presented in Euro and will encompass all transactions financed under the project.

The project accounts are kept in local currency i.e. in Macedonian Denar ("MKD") and for reporting purposes will be converted in EUR.

3. Internal control system. This system will ensure reliability and completeness of financial records.

The system will ensure proper recording and safeguarding of assets and resources, adherence to management policies and conduction of the business in an orderly and efficient manner. Adequate system for internal control was instituted as part of the current SSI and SIA Projects and for the World Bank it is assessed as reliable. The PMU will apply in practice the same set of acceptable accounting procedures and internal controls as for the current SSIP and SIAP Project. Key internal controls to be applied for the project include: a) appropriate authorization and approvals, b) segregation of duties, c) different persons be responsible for the different phase of the transaction, d) reconciliations between records and actual balances, as well as with third parties will be performed on regular basis, e) keeping the complete original documentation to support the project transaction. Additional adequate procedures and controls will be introduced and applied in practice for the three types of transfers.

Key internal controls for the tree type of transfers will include inter alia:

- **Appropriate eligibility criteria.** (a) ex ante-clear description of eligibility criteria for beneficiaries, project and activities to be financed by the projects, documentation needed to support the eligibility and (b) ex post- control checks performed to verify eligibility of selected beneficiaries;
- **Appropriate procedures for selection of beneficiaries.** For cash transfers within Component 2, the current CBMIS will be updated in order to transfer the funds only to eligibility beneficiaries. Robust evaluation and selection procedures will be introduced in CBMIS. Transfers within Component 1 will be based on the Request for transfer prepared by the HIF or MOH. This document will be prepared, controlled and approved by the MOH/HIF designates representatives. Procedure for selection of eligible beneficiaries will be developed by the MOH and HIF.
- **Segregation of duties.** These means that different persons will be responsible for the different phase of the transaction. For cash transfers within Component 2, CBMIS will produce data for the eligibility beneficiaries and the MLSP financial department will make mathematical and logical clearance for the data produced by the CBMIS and according to this the "Request for payment" will be issued and sent to the PMU financial staff for verification and payment execution; For cash Transfers within Component 1, the HIF will collect the data for the eligibility beneficiaries and prepare Request for transfers sent to PMU financial staff for verification and transfer execution.
- **Procedures on determining funds needed.** After the PMU financial staff receive the request for payment they will make calculation for the funds needed to be transferred to: (i) final beneficiaries of GMI, (ii) to EA transaction program/sub-account through which the transfers to final beneficiaries will be

made, or (iii) to HIF program/sub-account for the payment of bonuses of the health workers

Each semester the PMU financial staff in coordination with MLSP, MOH and HIF will withdraw advances to DA that will be based on forecast of funds needed for the semester, approved by the TTL. The PMU financial staff is responsible for the availability of the needed project funds

- **Transparency of flow of funds.** The information about the transferred funds, together with supporting documentation, including statements of accounts (MLSP account-project transit account within the TSA and DA, EA transferred account and HIF program/sub account) shall be submitted to the PMU from the Treasury or appropriate institution. The information about the funds and transfers will be included in the quarterly IFRS;
- **Monitoring use of funds at beneficiary level** as applicable. This means that on PMU or World Bank request, the Employment Agency and the Health Insurance Fund or Ministry of Health should allow review of all requested documentation related to the project.
- **Accounting and reporting on the use of funds** and relevant templates. All transfers will be evidenced in financial module of CBMIS and incorporated in IFMRs.

4. Financial monitoring reports will be provided quarterly in accordance with the Bank's requirements.

The full set of interim un-audit financial reports (IFRs) will be submitted to the World Bank, 45 days after each quarter ends during the project implementation. The reports will include consolidated financial information on all project funds. These IFRs will comprise the following reports presented in the agreed format:

- Designated Account Statement A for Category 1
- Designated Account Statement B for Category 2(a), Transfers to HIF
- Designated Account Statement C for Category 2(b), Cash Benefits and Cash Transfers Statement of Project Cash Receipts and Uses of Funds;
- Statements of Uses of funds by Project Activity;
- Statement- Breakdown of transfers under component 1 & 2;

Project Financial staff will be responsible for preparation of these reports using the FM software

B. Disbursement arrangement and procedures

Disbursement Procedures. The project will administrate three designated account's (DA).

1. Designated Account A for Loan category 1
2. Designated Account B for Loan category 2(a), Transfers to HIF.
3. Designated Account C for Loan category 2(b), Cash Benefits and Cash Transfers.

These accounts will be replenished under Reimbursement, Advance (into a Designated Account) disbursement method or by direct payment, issued on the basis of withdrawal applications supported with the relevant SOE or relevant documentation. Advances to

these accounts will be based on forecast of funds required for the semester and approved by the WB Project TTL's

Recognition of eligible expenditures for Category 2 shall be based on Task Team verification of transfers to HIF ,Cash Benefits and cash Transfers Statement of Expenditure evidencing eligible expenditures.

Documentation requirements for replenishment would follow standard Bank procedures as described in the Disbursement Handbook and Disbursement and Financial Information Letter. The Withdrawal Application will be supported by the necessary documentation (SOE) and, DA statements.

The World Bank will disburse funds for the Project using the method based on Statements of Expenditure (SOE). The WB Methods for disbursement of funds include applications for withdrawal through:

- Designated Account
- direct payment and
- reimbursement

Prior sending the application for Withdrawal to the Bank it shall be checked against the following:

- Application shows the currency and the amount required;
- It is signed by the Borrower's duly authorized person to withdraw funds;
- Sufficient funds exist in the specific disbursement category of the Loan Account;
- It is in compliance with the Loan Agreement conditions;
- Procurement regulations have been followed.

The PMU financial staff is responsible for the preparation of Application for withdrawal (WA) SOE, summary sheets, DA reconciliation as required. These documents should be reviewed and signed by Authorized Signature of the Loan Funds. The documentation electronically through the Client Connection website (<http://clientconnection.worldbank.org>), will be sent to the World Bank Regional disbursement center in Zagreb, Croatia. Applications for replenishment of the DA will be submitted based on the forecast of funds required for the semester and approved by the TTL. The ceiling for the DA is variable and it is in accordance with the Disbursement letter.

Authorized Signatures. Before funds from the Financing Account may be withdrawn or committed, the Ministry of Finance (as designated in the Disbursement letter) must furnish to the Bank, electronically through the Client Connection website (<http://clientconnection.worldbank.org>), or through an authorized signatory designation letter, the name(s) of the official(s) authorized (a) to sign and submit applications for withdrawal and applications for a special commitment (collectively, Applications), and (b) to receive Secure Identification Credentials (SIDC) from the Bank. The Ministry of finance must notify the World Bank of any changes in signature authority, either electronically in Client Connection or through an updated authorized signatory designation letter.

Disbursement Arrangements - Project accounts. In order to enable smooth implementation of the Project and timely payments for expenditures and transfers incurred under the Project, once the project become effective, PMU will open and maintain three Designated Accounts (DA) for different loan category denominated in EUR in National Bank of Republic of North Macedonia (NBRNM) where the funds will be transferred.

Each account will be a separate account used for withdrawals and payments of the specific project category only i.e.

1. Designated Account A for Loan category 1
2. Designated Account B for Loan category 2(a), Transfers to HIF
3. Designated Account C for Loan category 2(b), Cash Benefits and Cash Transfers

For each DA a mirror Denar account will be opened within the Treasury Single Account to serve as an operating account for withdrawals from the foreign currency account. This means that three mirror Denar account will be opened and maintained by the PMU. All transfers will be done through these accounts accordingly with a corresponding transfer of the Denar-equivalent amount from the DA. The accounts in Denar will be transit accounts with immaterial or zero balance.

For the purposes of Loan Category 2(a) (transfers to Health Insurance Fund), HIF will open and maintain special program/ sub account within the Treasury Single Account. This program/sub account will serve as an operating account for payment of bonuses of the health workers and will be used only for the project funds. In addition, this program/sub-account will be used for transfer of funds intended for payment of one-off award to the front-line healthcare and supportive staff. PMU financial staff will make transfers to this program sub/account based on the Request for transfer received from HIF.

For the purposes of Loan Category 2 (b) (transfers to the Employment Agency) the EA will open and maintain special program/sub-account within the Treasury Single Account. This program/sub-account - will be used only for the project funds ,i.e for cash transfers to the final beneficiaries. PMU financial staff will make transfers to this program/sub-account based on the Request for transfer received from Employment Agency.

For the purposes of retroactive financing of MLSP/MOH eligible cost, reimbursement method for disbursement of funds will be used. This means that disbursement of funds will be based on Statement of expenditures, prepared by the PMU based on the request from MLSP/MOH and approved by the TTLs. Funds will be disbursed from World bank through treasury mirror account opened for the purposes of the Project to the MLSP/MOH budget account from where the payment of eligibility cost was previously done.

Payment for project activities under Loan Category 1 will be made from DA-Through Treasury single Denar account to the final suppliers.

Flow of funds. Project Loan funds will flow from the World Bank – as an advance, via appropriate DA and then through the appropriate Treasury Single Account to the final suppliers/recipients/beneficiaries.

For retroactive financing of eligible costs Reimbursement method for withdrawal of funds will be used. This means that project Loan funds will flow from the World Bank through treasury account opened for the purposes of the Project directly to the budget account of the institution (MLSP/MOH/EA/HIF).

For the transfers to EA the funds will flow from the DA "C" through Treasury Single Account "C" to the EA special program/sub- account within the Treasury Single Account opened for this purpose and after that to the final beneficiaries' accounts.

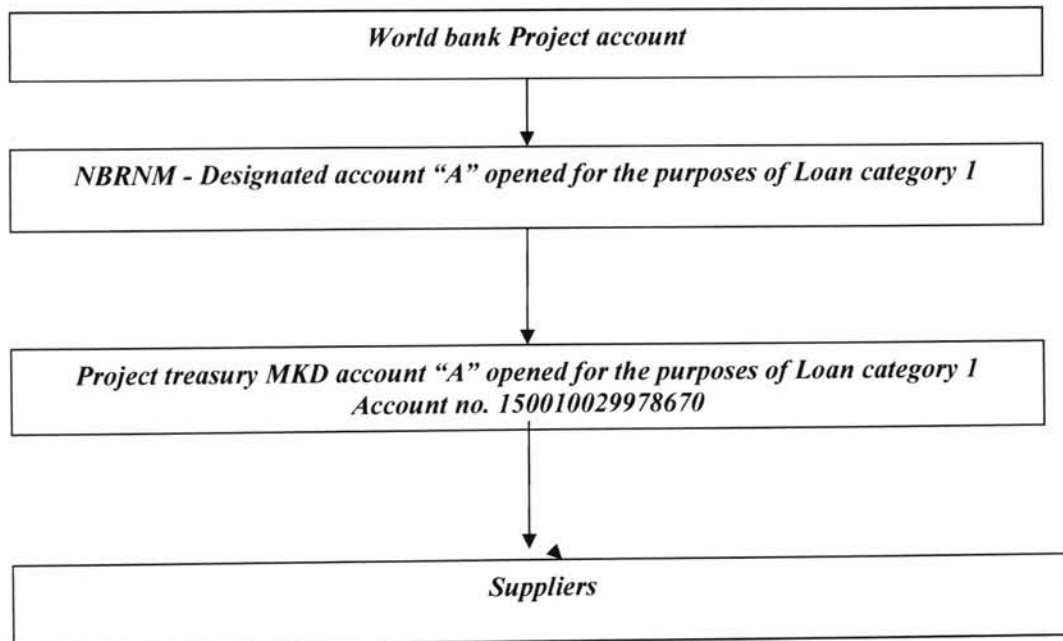
For the transfers to the HIF the funds will be transferred from DA "B" through Treasury Single Account "B" directly to the HIF special program/ sub account within the Treasury Single Account opened for the purpose of payment of bonuses for the health workers from where the funds will be transferred to the health workers account through corresponding clinic. .

In case when transfer is requested for payment of one-off award to the front-line healthcare and supportive staff, than the funds will flow from the DA "A" through treasury account "A" to HIF special program/ sub account within the Treasury Single Account from where the funds will be transferred to the medical staff accounts through corresponding clinic.

For payments to local suppliers/providers corresponding amount of foreign currency form DA "A" is exchanged in Denar and credited to the Denar mirror account "A". From there, the amount is transferred to the respective supplier/providers. If a payment needs to be made to a foreign supplier/provider in foreign currency, then the foreign currency equivalent amount is converted to Denars and credited to the mirror Denar account "A". The Denar account "A" is then debited with the transaction amount, the Denars are converted to the foreign currency, and the respective amount transferred to the supplier.

This flow of funds is followed even if the Designated Account and the payment due to the supplier are in the same currency. This ensures that the mirror Denar account "A", as part of the Single Treasury Account, captures all amounts paid to suppliers in the Treasury system.

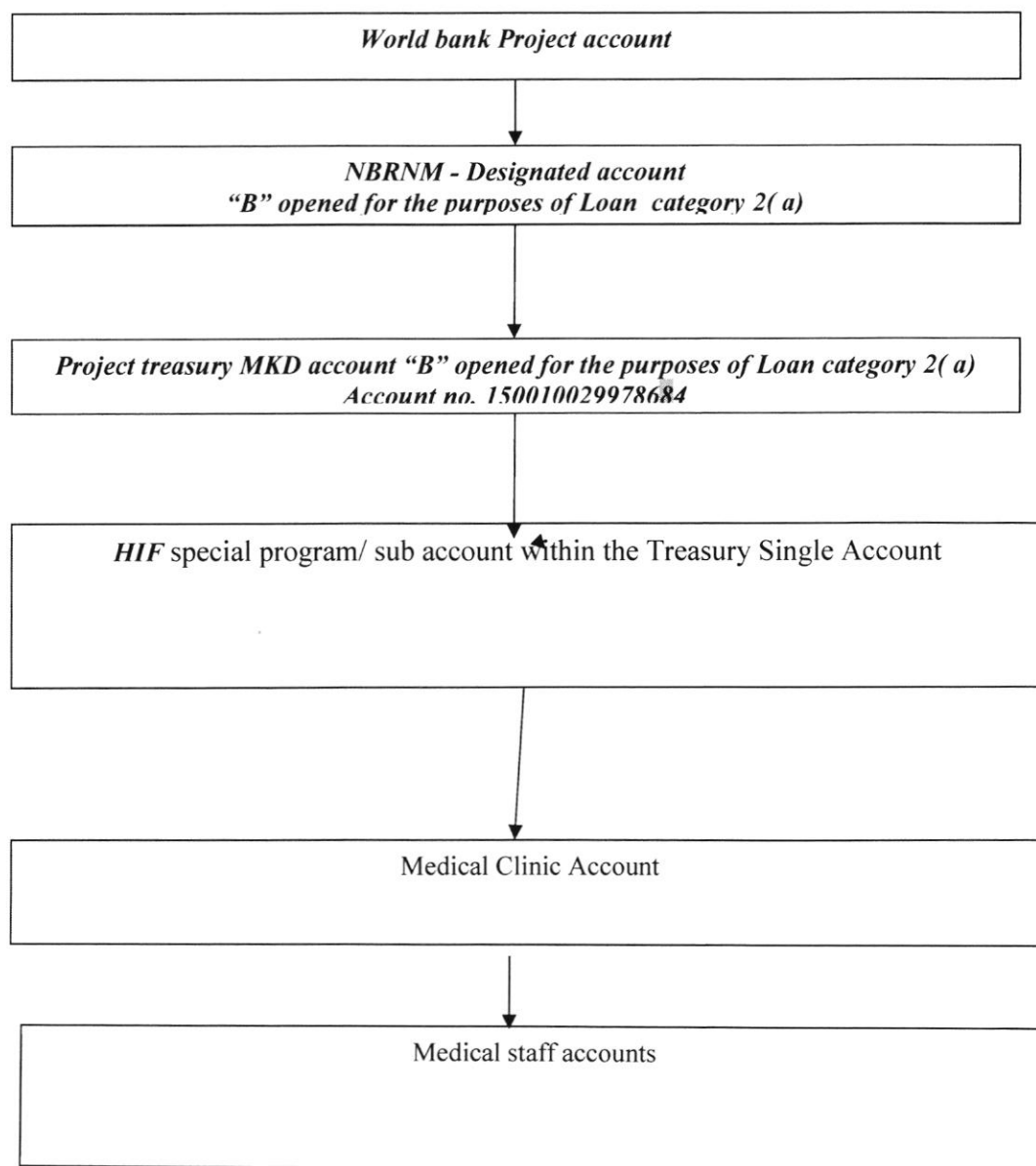
The cash flow for this case is shown in the Picture 1 bellow:



Picture1.

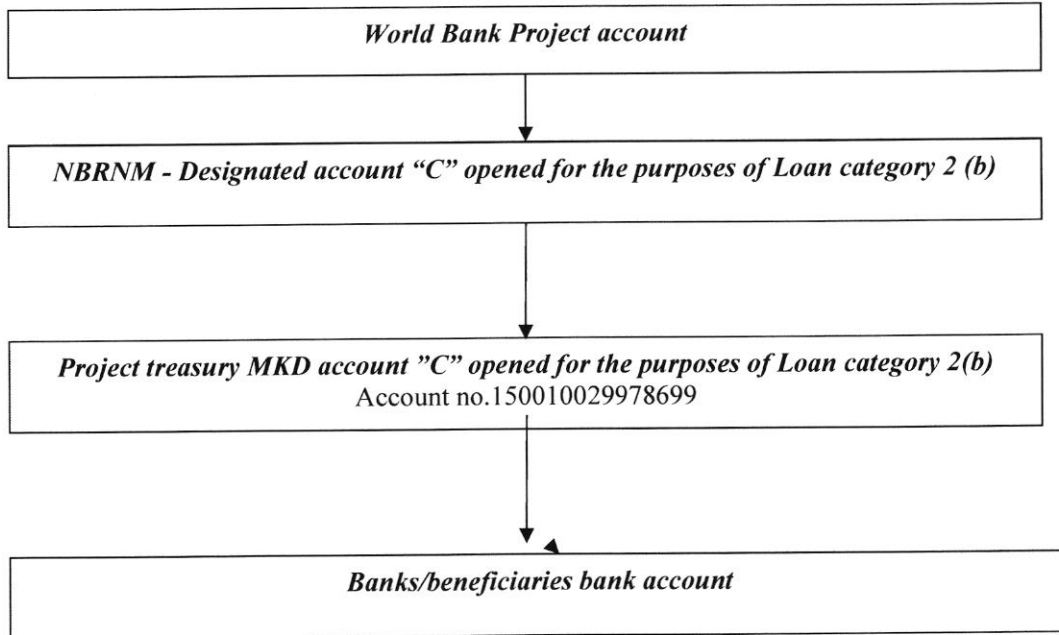
All disbursement (payments) for local expenditures to suppliers, contractors, consultants, etc., from the Project funds will be made in the local currency of Republic of North Macedonia (MKD) and for reporting purposes converted into EUR using the buying exchange rate at the NBRNM at the date of transfer. Project foreign expenditures will be made in an original currency and for reporting purposes converted into EUR.

The cash flow for Loan category 2(a) i.e. payment of bonuses for health workers will be made through Health insurance fund is shown in the Picture 2 below:



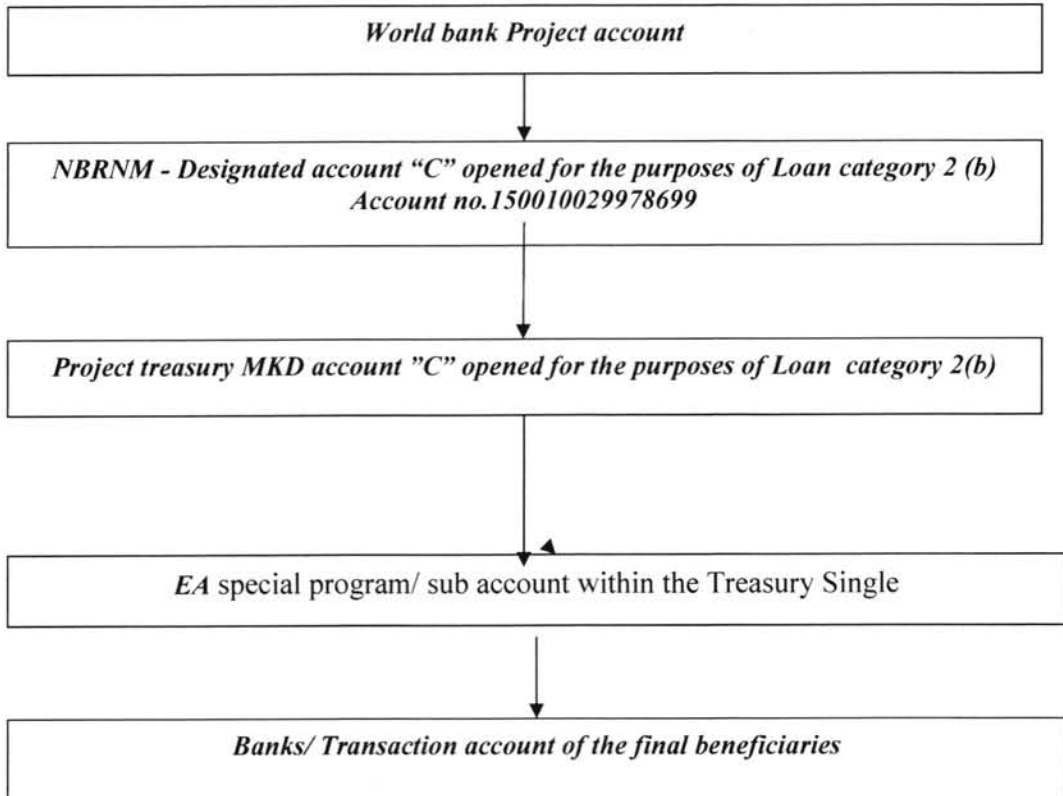
Picture2

The cash flow for Loan category 2(b)-Cash Benefits i.e. GMI cash transfers is shown in the Picture 3 below:



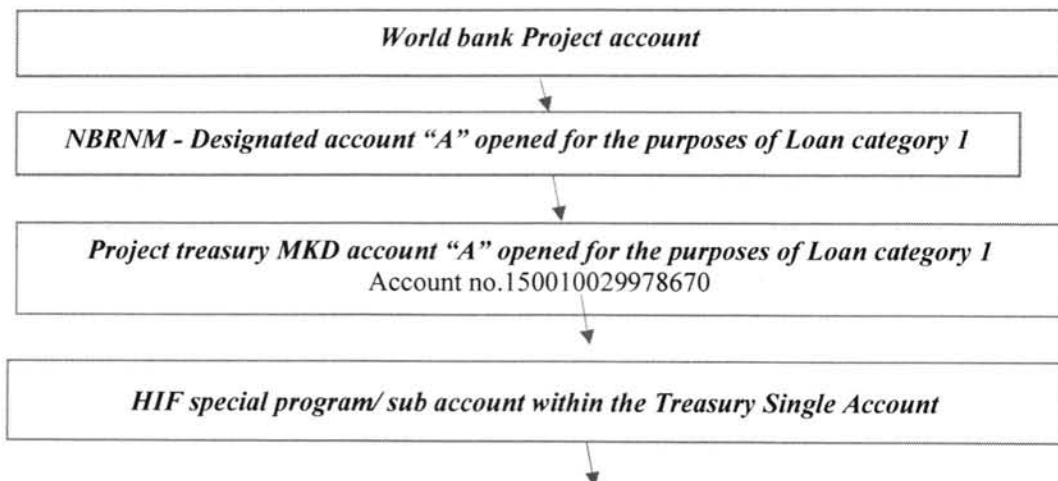
Picture3.

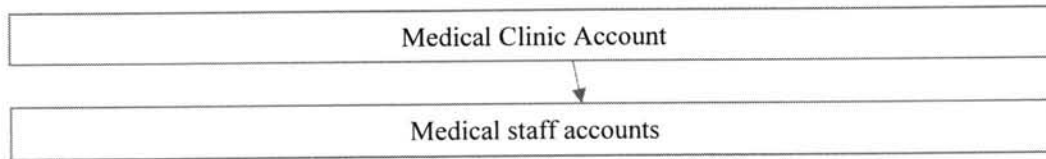
The cash flow for Loan category 2(b) transfers for Additional unemployment insurance support is shown in the Picture 4 below:



Picture 4.

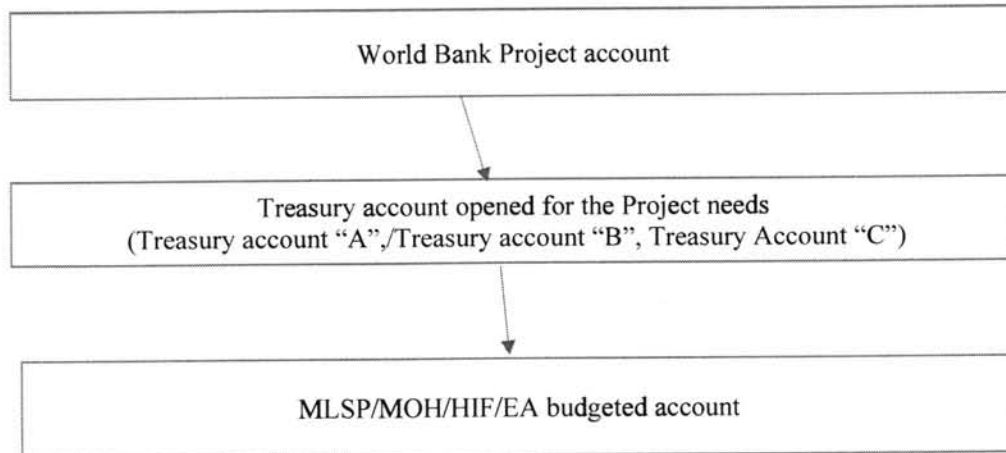
Cash flow for payment of one-off award to the front-line healthcare and supportive staff is shown in the picture 5 below:





Picture 5

Cash flow for the retroactive payment is shown in the Picture 6 below:



Picture 6

Flow of documents & Payment execution. The project activities under category 1 will be paid from Designated Account through Treasury mirror account directly to the final suppliers. Responsibility for the invoice and supporting documentation verification and payment procedure rests with the overall PMU staff.

1. The verification of the invoices and supporting documentation received shall follow the following procedure:

All requests for payment, invoices and respective supporting documentation shall be submitted to the PMU Financial staff for their registration and processing.

The Financial staff checks and confirms whether the:

- Requests for payment, invoice and supporting documentation are in compliance with contract financial terms;
- There is available budget for payment of the invoice

The PMU member responsible for monitoring the implementation of the contract checks and confirms that:

- The conditions for contract payment are met
- The contract has been implemented according to the contract terms, i.e. the goods/works/services are being delivered according to the contract and the requested documentation has been submitted in line with the contract terms

The PMU procurement staff reviews the documents to see whether they are in line with the template given in the bidding documents.

Control and Prior approval of the invoice and supporting documents is done by the PMU Financial manager. The documentation approved for payment is submitted to the PMU Project manager for approval. The prepared documents for payment are submitted to the authorized signatory to be signed. The Financial Staff makes the payment;

The verification deadline for invoices (check of compliance with contract terms) and respective supporting documentation (availability check) is 10 business days after the request or invoice receipt date, provided there are no remarks.

Any change of the submitted invoice or a communication with the supplier that submitted the invoice must be done in writing.

For retroactive financing of eligible MOH/HIF expenses, the institutions must submit to PMU Request for transfer, supported with documents showing that the conditions for retroactive financing of such expense are met.

The Financial manager sent the documentation and the request for retroactive financing to Project TTL's for review and approval. If TTL's approve the request for retroactive financing then PMU Financial staff prepares Withdrawal application using reimbursement method for disbursement of funds. The funds are disbursed directly to the Project treasury account and after to the budget account from where the payment of activity's was previously done.

Transfer execution and flow of documents for transfers under loan component 2(b) i.e. GMI transfers shall follow the following procedure:

At the end of the month the MLSP financial departments using the CBMIS will collect requests for payments for GMI eligible beneficiaries, from Centers for Social Work and send to the PMU the summarized Request for payment of these transfers.

Based on these requests received from the MLSP financial departments the PMU Financial staff prepares withdrawal request for funds from the NBRNM - EUR designated account "C" and transfers the funds to the unique treasury (mirror) account "C" in Macedonian Denar equivalent. In parallel, the MLSP financial departments prepares a payment order and sends it to the Treasury Office in the Ministry of finance for transfer the funds on the beneficiary transaction accounts in the Bank.

For retroactive financing of GMI, the MLSP financial departments must submit to PMU Request for retroactive financing supported with documents showing that the conditions for retroactive financing of such expense are met.

The Financial manager sent the documentation and the request for retroactive financing to Project TTL's for review and approval. If TTL's approve the request for retroactive financing then PMU Financial staff prepare Withdrawal application using reimbursement method for disbursement of funds. The funds are disbursed directly to

the Project treasury account and after to the MLSP budget account from where the payment of GMI was previously done.

Transfer execution and flow of documents for transfers under loan component 2(a) i.e. transfers for bonuses for health workers to the HIF treasury account will follow the following procedure:

At the end of the month for the previous month, the HIF, from corresponding medical clinic will collect the requests for payment for payment of bonuses of the health workers, and will send to the PMU Summarized request for payment of these transfers.

Based on the request for payment received from the HIF the PMU Financial staff prepares withdrawal request for funds from the NBRNM - EUR designated account "B" and transfers the funds to the unique treasury (mirror) account "B" in Macedonian Denar equivalent. In parallel, the PMU financial staff prepares a payment order and sends it to the Treasury Office in the Ministry of Finance for transfer the funds to the HIF special program/ sub account within the Treasury Single Account from where through corresponding clinic account the transfers to the medical staff accounts will be made.

Any future request for payment by HIF needs to be supported by appropriate documentation that the previous payments have been executed.

Transfer execution and flow of documents for transfers under loan component 2(b)i.e. Transfers for unemployment insurance support, will follow the following procedure:

At the end of the month the Employment Agency (EA) using the EA software will collect the requests for payment of this unemployment insurance support for eligible beneficiaries, from EA departments and will send to the PMU the summarized Request for payment of these transfers.

Based on the request for payment received from the Employment Agency the PMU Financial staff prepares withdrawal request for funds from the NBRNM - EUR designated account "C" and transfers the funds to the unique treasury (mirror) account "C" in Macedonian Denar equivalent. In parallel, the PMU Financial staff prepares a payment order and sends it to the Treasury Office in the Ministry of finance for transfer the funds from the unique treasury (mirror) account "C" to the EA special program/ sub account within the Treasury Single opened for the purposes of the project. After EA receives the requested transfers, within 5 days should made the transfers to the bank account of final beneficiaries (unemployment people). Any future request for payment by EA needs to be supported by appropriate documentation that the previous payments have been executed.

For retroactive financing of unemployment insurance support for eligible beneficiaries, the EA must submit to PMU Request for retroactive financing supported with

documents showing that the conditions for retroactive financing of such expense are met.

The Financial manager sends the documentation and the request for retroactive financing to Project TTL's for review and approval. If TTL's approve the request for retroactive financing then PMU Financial staff prepare Withdrawal application using reimbursement method for disbursement of funds. The funds are disbursed directly to the Project treasury account and after to the EA budget account from where the payment of unemployment insurance support for eligible beneficiaries was previously done

C. Retroactive financing

Retroactive financing is available under the project for disbursing resources quickly in response to urgent needs for medical supplies. As per the legal agreement, the project will qualify for up to 30 percent for retroactive financing. EUR 27.000.000. This type of financing may be considered under this Project, subject to the conditions defined in 5.1 and 5.2 of the World Bank's Procurement Regulations for Borrowers. In accordance with the Procurement Regulations, the Bank requires the application of, and compliance with, the Bank's Anti-Corruption Guidelines, including without limitation the Bank's right to sanction and the Bank's inspection and audit rights. To ensure compliance with the above provisions in bidding processes that have already been conducted and for which the awarded/signed contracts did not include the relevant fraud and corruption (F&C) provisions, the MLSP and MOH shall require such suppliers/consultants and contractors to sign the Letter of Acceptance of the World Bank's Anticorruption Guidelines and Sanctions Framework so that these contracts can be eligible for financing under this project. The Bank's template for such a letter of acceptance by the existing contractors is attached in Annex 6. The Bank will not finance any contracts that do not include the Bank's F&C-related clauses. The MLSP and MOH will also provide to the Bank the list of contractors/suppliers and subcontractors/sub-suppliers under these contracts for the Bank to ensure that the firms chosen are not and were not at time of award or contract signing on the Bank's List of Debarred Firms. Contracts awarded to firms debarred or suspended by the Bank (or those that include debarred or suspended subcontractors/sub-suppliers) will not be eligible for the Bank's financing.

Eligibility of Expenditures. The activities in the project that qualify for funding by the World Bank are known as "eligible" expenditures. By default, any expenditure that is not eligible for World Bank financing is considered "ineligible" and therefore can't be paid by the Loan funds.

For Category 2(a) and 2(b), recognition of the eligible expenditures depends on the Task team verification of transfers to HIF and Cash benefits and Cash Transfers Statement (CT SOE) evidencing eligible expenditures

D. Project Audit

The project's financial statements will be audited following terms of reference acceptable to the Bank, conducted in accordance with the International Standards of Auditing issued by the IAASB. The audit will be carried out every year by an audit company acceptable to the Bank. The audit report and audited financial statements will be submitted to the Bank not later the six months after the end of the audited period.

Given the higher complexity of the transfers for beneficiaries, the audit will be required to extend the scope from financial audit to include operational/performance audit of a representative sample of transfers to ensure that these funds have been used for eligible activities and properly supported by documentation.

The financial audit Terms of Reference will be prepared based on the TOR for SSIP Project Audit. Project funds shall finance the Project Audits.

VI. PROJECT PLANNING AND REPORTING

A. Planning Requirement and Arrangements

Planning under the Program will, inter alia, include preparation of:

1. **Annual Procurement Plan** (see Annex 2 of the POM)
2. **Annual Work Programs** will include (when feasible for each component/activity under the project): (i) total allocated budget and budget for the coming year; (ii) statements of aim and objectives for the coming year; (iii) description of planned activities (including training) with responsible institutions/persons and detailed budgeted expenditures for the coming year; (iv) description of civil works/goods/equipment to be procured during the coming year; and (v) expected time lines
3. **Social Management Framework (ESMF), with an annex covering Labor Management Procedures (LMP), and a Stakeholder Engagement Plan (SEP).** The MLSP and MoH will prepare the ESMF that will include a template for the Infection Prevention and Control and Waste Management Plan (IPCWMP) to be adopted and implemented by all ICUs and laboratories to be supported by the Project. The ESMF document will also provide the detailed procedures, based on WHO guidance, for treating patients and environmental health and safety guidelines for staff in ICUs and laboratories, including the necessary PPE. Furthermore, the document will provide requirements for adequate medical waste management, including proper disposal of sharp objects. All these provisions will then be used for preparing the IPCWMP, which will provide best international practices in COVID-19 diagnostic, testing and COVID-19 response and treatment activities, based on the relevant WB Environmental Health, and Safety (EHS) Guidelines, Good International Industry Practice (GIIP), and COVID-19 Quarantine Guideline and WHO COVID-19 bio-safety guidelines. The SEP will serve the following purposes: (i) stakeholder identification and analysis; (ii) planning engagement modalities viz., effective communication tool for consultations and disclosure; and (iii) enabling platforms for influencing decisions; (iv) defining roles and responsibilities of different actors in implementing the SEP; and (iv) a grievance redress mechanism (GRM) building on existing health operations in North Macedonia. The ESMF and SEP will be prepared to a standard acceptable to the IBRD and disclosed both in-country on the MoH website and on the World Bank website within 30 days after the Effectiveness Date.

B. Reporting Requirement and Arrangements

1. Annual Project Management Reports

The report shall include the progress made within the Project and the results accomplished in the previous year

2. Mid-Term Review Report

The mid-term review will be undertaken at the time of the estimated mid-point implementation (May 2021). The review will be conducted within the agreed M&E framework and in consultation with the Bank. The report will include progress achieved in the implementation of the project and measures recommended to ensure the achievement of the Project's operation and development objectives during the remaining period.

After receipt of the Mid-Term Review report, the Bank will assess project status and implementation progress, to date (including the PDOs), and jointly agree with the government on an implementation strategy for the remaining period of implementation. This implementation strategy would reflect discussion regarding whether the revision of any project components, indicators, indicator targets, etc., would be needed in the project's second phase.

Except as may otherwise be explicitly required or permitted under this Project, in sharing any information, report or document related to the project activities, such information, report or document shall not include Personal Data.

VII. PROJECT MONITORING AND EVALUATION

The PMU is responsible for monitoring and evaluation of project achievements in line with the indicators given in Annex 1 and will be a focal point to collect all the data and communicate with the WB according to the frequency of reports described in the monitoring arrangement matrix

Performance audit will be conducted to assess and review the implementation of main project activities

Also, phone survey will be conducted with social assistance beneficiaries to assess the impact of the COVID-19 pandemic on vulnerable households and their needs. This would help tailor future policy interventions and monitor the project's overall impact

Further details are described in Annex 1. Results Framework and Monitoring of this POM

VIII. ADMINISTRATIVE PROCEDURES

1. Personnel Management and PMU employment conditions

The already established PMU within the MLSP is responsible for coordination and all day-to-day Project implementation activities. PMU is responsible for the technical, financial and procurement aspect of the project implementation.

The PMU staff is to be administered in accordance with the contract signed between them and the MLSP, WB requirements and the Macedonian legislation governing Employment Relations.

The PMU members are directly subordinated to the Project Manager.

On project progress and problems and challenges the PMU reports to the Minister of Labor and Social Policy and Minister of Health through the Project Manager.

The PMU staff is retained in full for the lifetime of the Project, subject to satisfactory performance. The establishment of the PMU is supported by Loan funds and PMU staff shall be remunerated on competitive rates in order to avoid fluctuation of the skilled staff.

All PMU members must be able to speak, read and write Macedonian and English (good working knowledge of English and be able to fully understand spoken or written communications and/or documents). No PMU staff can hold another position in another public sector entity.

In implementing their tasks, the PMU staff will adopt the following code of conduct:

- PMU staff acts by the principles of professional impartiality, responsibility, honesty, transparency, openness, efficiency and effectiveness in relations with third parties (i.e. consultants, suppliers of goods, persons or institutions involved in any way in activities or results of those activities), and may not practice any form of discrimination or preferential treatment;
- PMU staff is expected to accord equal and fair treatment to the users of the services supplied by the Project;
- PMU staff shall use the available resources in the manner of a good host, and maximum cost-effectiveness in relation to the general objectives of Project, maximum cost-effectiveness should always be sought in decision-making within the PMU and in the practical application of its procedures;
- PMU staff shall not use available official information for private purposes;
- PMU staff may not directly, or through an intermediary, hold any interest in companies, or have responsibilities in public or private institutions having commercial relations with the PMU or benefiting from its activities, and they may not receive any gifts, remuneration, commission or fee of any kind from such companies or institutions. Compliance with this obligation is an express condition of engagement with the PMU;
- PMU staff should not be engaged in political propaganda;
- The MLSP Minister, the MoH Minister and the Project Manager are the only authorized person to issue work instructions to PMU staff,

PMU work is based on following principles:

- Conformity with the Constitution of the Republic of North Macedonia and other local laws;
- Autonomy of PMU - In terms of making decisions related to the Project, according to the delegation of the full authority in day-to-day management by the Minister to the Project manager;
- Impartiality in relations with third parties - The PMU shall not practice any form of discrimination or preferential treatment and shall exclusively apply the decision making criteria and selection procedures described in the approved documents such as Loan Agreement, PAD; POM;
- Transparency -The Project implementation methods are transparent, and goods, and services are procured on competitive way following the WB procurement rules. The public and potential suppliers of goods and service providers are informed properly about the availability of funds. The reporting to all partners should be accurate;
- Quality - Contracts are be made only with those suppliers and service providers that undertake to ensure that their goods and services meet high quality standards. Technical proposals offered by suppliers and service providers would need to include credible quality assurance mechanisms. These mechanisms are evaluated by the PMU, as part of their overall evaluation of the proposals;
- Cost effectiveness - The resources are used at maximum efficiency; the results are monitored and evaluated on the basis of agreed indicators;
- Monitoring – Project monitoring activities should be carried out to ensure that project activities are being implemented timely and in accordance to the document signed
- Goods and services are delivered in the quantities specified and according to the schedule and quality standards established in the contract;
- Problems are identified early, and any corrections necessary are applied quickly and effectively;
- Financial transactions are carried out in a proper and timely manner, and are supported by the necessary documentation;
- Effective coordination exists between suppliers/service providers and other interested parties;
- The overall program is implemented in a transparent manner through widely drawn public disclosure of program information.

Employment conditions

Organization of the work in the PMU is based on the principle of organizational unity and division of duties according to professional qualifications and other skills needed for the determined positions in the PMU.

Besides the professional qualifications the PMU staff should meet the following criteria:

- Is a citizen of Republic of North Macedonia, aged 18 or above,
- Meets other criteria set by law of the Republic of North Macedonia.

New PMU staff is hired in accordance with the WB Regulations

The PMU working week is 40 hours, Monday through Friday, and working hours are between 7:30/8:30 am and 15:30/16:30 pm, with a half hour paid lunch break. Saturdays, Sundays and National holidays of Republic of North Macedonia, as defined in the Law on Labor relations of Republic of North Macedonia, are non-working days. The Project Manager can determine that the staff should work longer or in non-working days in order to complete the assignment that cannot be delayed if it cannot be completed within the regular working hours. PMU staff remuneration includes occasional overtime, and no additional remuneration will be provided, but equal or proportional leave may be given.

PMU staff is paid once a month, generally between the first and fifteen day of the next month.

PMU staff earns their annual vacation at the rate of 2 days per month, i.e. 24 vacation (working) calendar year prorated monthly from starting date. All vacation time must be approved in written in advance by the Project Manager. The Project Manager prepares the plan for annual leaves of the staff, respecting to the extent possible the needs of staff and based on the plan issues the separate decisions on approval of the annual leave for each PMU member.

PMU staff is entitled to paid leave (annual and sick) as per conditions of individual contracts. Staff may accrue up to six (6) sick days per year employed. Extended absences, inclusive of extended travel for official purposes, will be approved by the PMU Project Manager only on a case-by-case basis. Employees are entitled to leave without pay only with the approval of the PMU Project Manager, who shall decide on a case by case. Health and pension benefits shall not be paid by PMU and will be staff member's responsibility.

Training days (for training included in the implementation plan and approved by the Project Manager designated in the contract) are counted as working days. Travel and participation in meetings and seminars will be approved in written on a case-by-case basis by the PMU Project Manager. PMU will pay regular economy class air fare for employees traveling to official meetings. Overnights-Per Diem will be paid according to regulations.

The performance evaluation of PMU employees is the responsibility of the Project Manager, who discusses and documents the performance and professional development of the staff. Progress in the previous year, functions and goals for the succeeding year, and suggestions for enhancing the individual's personal and professional development are discussed.

PMU staff keeps the business confidential information during the engagement in the PMU and after its termination in accordance with the confidentiality clause of the contract.

All the documents prepared by the PMU members are MLSP's property and one month before the respective contract termination, must be submitted to the Project Manager

PMU ensures accurate and on-time preparation, sending, receiving and archiving of all business documentation and follow-up of its circulation. The business documentation is understood as:

- All the documentation that PMU makes or receives from the third persons, related to project (i.e. agreements, invitations to bid, bids, minutes, evaluation reports, contracts, reports, guarantees, bills, evidences, no-objections, etc.);
- Contracts and general acts regulating the legal status of PMU;
- Financial documentation;
- Staff dossiers and evidences related to staff contracts;
- Other documents.

Correspondence

Correspondence management comprises: receiving, opening, reading and distribution of mails and acts, grouping and forwarding for processing, administrative-technical processing, sending, classification by subject and archiving. Project manager is responsible for receipt, review and distribution of mail, track record of documents, delivery of mail and filing.

The exception for the above rule is the treatments of bids/proposals if properly marked, are immediately submitted unopened to the Procurement Manager for safekeeping.

Mails sent from the staff individual address must be copied to the Project Manger's address.

The use of electronic mail is encouraged. Mails should be copied to all concerned staff inside the PMU.

The official paper correspondence (by mail, by hand,) between the PMU and the WB is mostly sent by the Project Manager, while other PMU staff can also maintain the official correspondence in the field of expertise but must always copy the Project Manager.

Communication inside the PMU

All forms of internal communication are organized on a liberal basis. This means that management trusts each staff a priori, and that each staff is expected to act responsibly and reasonably in all forms of written and spoken communication, until the demonstration of the opposite has been made. The objective is to minimize internal bureaucracy by limiting prior authorizations or straight prohibitions; any detected abuse, negligence, etc. is severely repressed.

Communication with the Media

All communication and contact with the media should be organized through the Project Manager, the Ministers and the Public Relations Units within the MLSP and MOH respectfully. The individual communication of the PMU staff and the members of the Working Groups with the media representative are forbidden.

1. Information management, disclosure, dissemination and public awareness

Competent information management is essential for successful implementation of the Project. A central component of information management is the proactive disclosure of sufficient information to the public, as well as transparency of decision-making and project activities. This is vital for building trust and support for the Project among stakeholders.

There are both national and international requirements for information disclosure and public participation. It is a World Bank policy to disclose information to the public and involve civic society.

On the other hand, not all information can be freely shared with all stakeholders due to a number of constraints. These include, for example, a need for confidentiality during the competitive bidding process, restricted dissemination of information during project preparation and negotiation, etc.

When planning information disclosure and dissemination, it is important to define the target audience for this information, in order to tailor the format and mechanisms of dissemination. Target audience may not always be comprised of the same groups and it has to be considered prior to disseminating any information.

Selection of the Bank's most relevant policies on information disclosure is given below:

Confidential Information

Without prejudice to the principle of transparency and other obligations pursuant to these Procurement Regulations, in particular those relating to the publication of the Contract Award Notice and debriefing of unsuccessful Bidders/Proposers/Consultants, the Borrower shall not disclose information provided by Applicants/Bidders/Proposers/Consultants in their Applications/Bids/Proposals, which they have marked as confidential or which can be identified as confidential. This may include proprietary information, trade secrets and commercial or financially sensitive information.

Release of Evaluation Information

The Borrower shall treat information relating to the examination, clarification, and evaluation of Applications/Bids/Proposals in such a way as to avoid disclosure of their contents to any other Applicant/Bidder/Proposer/Consultant participating in the selection process, or any other party not authorized to have access to this type of information, until the Borrower notifies the outcome of evaluation of Applications/Bids/Proposals, in accordance with the procedures in the applicable Procurement Documents.

Communications

Communications between the Borrower and Applicants/Bidders/Proposers/Consultants during the different stages of the Procurement Process shall be In Writing. The Borrower shall keep a written record of meetings, such as: contract finalization meeting and exploratory/clarification meetings.

2. Project documentation handling

In the course of project preparation, implementation, evaluation and monitoring, a number of documents shall be used. These documents comprise the Bank's policies, procedures and guidelines, as well as project-specific materials. The PMU staff is mostly concerned with the management of the latter. Generally, each project document or material should be assigned an appropriate disclosure category, as specified below. The three main categories are:

1. **Public documents:** require full routine disclosure;
2. **Internal documents:** may be disclosed partly, or to selected parties upon request;
3. **Confidential documents:** not disclosed to the general public; access granted only to those directly concerned with the issue.

Examples of project documents with assigned disclosure category and access details are shown below. The list of documents is not exhaustive and may be extended or modified in line with the project development circumstances.

Categories of document disclosure

No	Document category	Examples of documents	Comments on access/disclosure
1	<i>Public</i>	Project Appraisal Document (PAD); Project Operational Manual (POM); and Environmental and Social Management Framework (ESMF); Stakeholder Engagement Plan (SEP), Terms of Reference for consultants and subcontractors, information on procurement opportunities and contract awards (after signature); selected final reports; selected draft documents prepared specifically for public consultation.	<ul style="list-style-type: none"> • Routinely disclosed in full to all parties; • Proactively disseminated to key stakeholders
2	<i>Internal</i>	Draft PAD and other draft documents under negotiation; most of the financial information except that, which is contained in the public documents above; staff recruitment, remuneration and appraisal; selected final reports that may not be fully disclosed; other documents with sensitive information.	<ul style="list-style-type: none"> • Restricted access; • May be disclosed partially or fully to selected parties or general public on request
3	<i>Confidential</i>	Selected financial information; bidding documentation before official notification of the award; selected proceedings of the Project Board meetings; other documents of confidential nature.	<ul style="list-style-type: none"> • Access allowed to specified parties only

It is possible, and often likely, that different sections of the same document are assigned different disclosure categories. Also, it is likely that certain documents change disclosure categories over time. For example, many draft documents for negotiation in the “internal” category become “public” documents after negotiation is completed. If in doubt which category to assign, the issue should be referred to the relevant Task Team Leader at the World Bank.

Roles and responsibilities

The responsibilities for information handling, disclosure and proactive dissemination reside with PMU as suggested in the table below:

PMU staff responsibilities for information management

No	Staff title	Key responsibilities
1	Project Manager	Planning and implementation of information dissemination and public awareness building activities; Supervision of disclosure and dissemination activities; participation in high profile dissemination activities and selected meetings with stakeholders; designation of disclosure category; liaison with the World Bank Task Manager on these issues, day-to-day communication with stakeholders; media liaison
2	Procurement Manager	Information handling in planning and implementation of competitive bidding

The PMU staff should work closely with the PR unit within the MLSP and MoH. No disclosure of the sensitive information is permitted without prior approval by the PMU staff.

IX. PMU STAFFING

Position	Subordinated to	Qualifications	Tasks
Project Manager	Minister	<p>Minimum</p> <ul style="list-style-type: none"> ○ University-level degree in social policy, economics, finance, or related discipline, Master or PhD degree in the relative discipline shall be considered as an advantage ○ Proven knowledge of the North Macedonian social safety nets ○ Practical experience in procurement and financial management ○ Min five years' Experience as Project Manager ○ Computer literate (MS Word, MS Excel, MS Project, Power Point, e-mail, Internet) ○ Excellent verbal and writing communication skills in Macedonian and English 	<p>the Project Manager is responsible for:</p> <ul style="list-style-type: none"> ○ Overall management responsibility for the daily implementation of the project ○ Coordination of duties among PMU staff; ○ Oversee the activities related to project implementation; ○ Manage development of the annual project budget and procurement plan; ○ Manage preparation of internal project documents, TORs and bidding documentation, evaluation committees and reports, contracts and agreements; ○ Ensure accurate financial, procurement and accounting records and maintain financial and procurement discipline; ○ Develop and establish an appropriate communication and information dissemination system to facilitate project preparation and coordination arrangements between the PMU, MLSP, MoH and stakeholders; ○ Ensure proper stakeholder consultations on all issues related to project preparation; ○ Liaise with the World Bank, donors and other governmental and international financial institutions; ○ Liaise with other projects; ○ Any other activities in correlation with the implementation of the project;

Procurement Manager	Project Manager	<p><u>Minimum</u></p> <ul style="list-style-type: none"> ○ University-level degree in economics, finance, or related discipline. Master's degree in the relative discipline shall be considered as an advantage ○ Five years of practical experience as a procurement specialist on a WB projects ○ Computer literate (MS Word, MS Excel, MS Project, Power Point, e-mail, Internet) ○ Excellent verbal and writing communication skills in Macedonian and English 	<p>the Procurement Manager is responsible for:</p> <ul style="list-style-type: none"> ○ Managing day-to-day project procurement activities; ○ Based on the work plan prepare an annual procurement plan; ○ Coordinate the procurement process for each contract by guiding preparation of bidding documents, receiving no-objections from the WB where necessary, sending invitations of bids and clarifications to bidders; ○ Arrange advertising for the procurement of goods and services ○ Organize and coordinate procurement evaluations including evaluation criteria, evaluation committee's selection (to be approved), contract award/rejection notices and all other documentation associated with the evaluation process; ○ Provide guidance in bid evaluation to nominated committees; ○ Using Bank's online procurement planning and tracking tools to record all procurement actions under IPF operations, including preparing, updating and clearing its Procurement Plan, and seeking and receiving the Bank's review and No-objection to procurement actions as required; ○ Provide assistance during the project implementation activities in respect to the procurement issues. ○ Liaise with the World Bank procurement staff; ○ Interact with other PMU members in order to support overall project activities ○ Any other activities in correlation with the implementation of the project;
Financial Manager	Project Manager	<p><u>Minimum</u></p>	<p>the Financial Manager is responsible for:</p>

		<ul style="list-style-type: none"> ○ University-level degree in economics, finance, or accounting ○ Five years of practical experience as a financial specialist on a WB project ○ Computer literate (MS Word, MS Excel, MS Project, Power Point, e-mail, Internet) ○ Excellent verbal and writing communication skills in Macedonian and English 	<ul style="list-style-type: none"> ○ all the accounting and disbursement aspects of the project; ○ all financial management functions, including financial reporting, disbursement, consolidation, budgeting, planning, accounting and auditing aspects of the project; ○ ensuring that all project transactions are recorded in the consolidated project's financial statements, meet the WB, the Ministry of Finance, the Ministry of Labor and Social Policy and the Ministry of Health financial requirements; ○ establishing and maintaining close links with the WB, NBRM, Ministry of Finance, the Ministry of Labor and Social Policy and the MoHand to ensure that all sources of financing are available for the project; ○ preparing and submitting for approval to the Project Manager, MoH, MLSP and MOF all financial statements, budgets, financial projections, cash flow forecasts and all other Project reports as requested by the World Bank and the North Macedonian Government; ○ cooperate closely with the PMU Procurement Manager to ensure that all accounting, procurement and disbursement aspects are properly linked; ○ preparing financial statements, budgets, financial projections and cash flow, as well as all project reports; ○ in a cooperation with the Procurement Manager lead the annual work plan and budget formulation process with selected PMU staff and the loan end-users staff, and prepare final plans for approval by the Project Manager, the Minister of Labor and Social Policy and the Minister of Health; ○ ensuring that payments are made in a proper and timely manner, that all
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			<p>sources of financing are available for the Project and that a contract payments' monitoring system is operational, working in close cooperation with the procurement specialist;</p> <ul style="list-style-type: none"> ○ preparation of documents required for audit of the project accounts; ○ controlling incoming invoices and preparing documents for payments; ○ keeping and updating accounting records, essential for the generation of reports; ○ Any other activities in correlation with the implementation of the project;
Coordinator for the Health Component	Project Manager	○ Shall be additionally defined	Shall be additionally defined
Health Specialist	Project Manager	Shall be additionally defined	Shall be additionally defined
Health assistant	Project Manager	Shall be additionally defined	Shall be additionally defined
Monitoring and Evaluation Officer	Project Manager	Shall be additionally defined	Shall be additionally defined
Environmental/social safeguards specialists	Project Manager	<p><u>Minimum</u></p> <ul style="list-style-type: none"> ○ Minimum University Degree in environmental sciences, environmental engineering, or equivalent; ○ At least 3 years of relevant experience; ○ Work experience as an environmental specialist in/ with World Bank funded activities and 	<p>The Environmental /social safeguards specialist is responsible for:</p> <ul style="list-style-type: none"> ○ Advice and guidance to project applicants and designer companies on the identification, assessment and mitigation of environmental and social impacts at the sub-project level ○ reviewing all environmental safeguard documentation (ESS Check lists, site-specific ESMPs) submitted by project applicants, providing recommendations, advising on the sub-project category advising on the quality of, and clearing the

		<p>knowledge of the World Bank safeguard policies and requirements will be an advantage;</p> <ul style="list-style-type: none"> ○ Excellent verbal and writing communication skills in Macedonian and English ○ Driving license 	<p>environmental safeguard documentation</p> <ul style="list-style-type: none"> ○ Supervise Contractors' compliance with site-specific ESMPs and shall visits each sub-project at least once a month. ○ Prepare Environmental and Social Monitoring Reports including Project Progress reports for each ongoing sub-project, ○ Participate in regular supervision missions.
Financial officer	Project Manager and Financial Manager	<p><u>Minimum</u></p> <ul style="list-style-type: none"> ○ University-level degree in economics, finance, or accounting ○ Knowledge of the WB financial procedures ○ Experience of work with the International Accounting Standards and Macedonian tax and banking regulations ○ Computer literate (MS Word, MS Excel, MS Project, Power Point, e-mail, Internet) ○ Excellent verbal and writing communication skills in Macedonian and English 	<p>Assist the Financial Manager in:</p> <ul style="list-style-type: none"> ○ all the accounting and disbursement aspects of the project; ○ disbursement, consolidation, budgeting, planning, accounting and auditing aspects of the project; ○ ensuring that all project transactions are recorded in the consolidated project's financial statements, meet the WB, the Ministry of Finance, the Ministry of Labor and Social Policy and the Ministry of Health financial requirements and the MoH; ○ establishing and maintaining close ○ preparing financial statements, budgets, financial projections and cash flow, as well as all project reports; ○ ensuring that payments are made in a proper and timely manner, that all sources of financing are available for the Project and that a contract payments' monitoring system is operational, working in close cooperation with the procurement specialist; ○ preparation of documents required for audit of the project accounts; ○ controlling incoming invoices and preparing documents for payments;

			<ul style="list-style-type: none"> ○ keeping and updating accounting records, essential for the generation of reports; ○ Any other activities in correlation with the implementation of the project;
Procurement officer/assistant	Project Manager and Procurement Manager	<ul style="list-style-type: none"> ○ University degree; ○ Minimum 3 years general/professional experience and 2 years respectively specific/relevant experience in procurement for goods, works, technical and consulting (TA) services associated with the implementation of projects financed by the World Bank (WB) or other international donor; ○ Familiarity with planning and holding tenders for goods, works, technical and consulting (TA) services; ○ Macedonian and English language proficiency; ○ Computer operation 	<ul style="list-style-type: none"> ○ Assisting the Procurement Manager in: ○ day-to-day project procurement activities; ○ Preparation of the annual work plan; ○ preparation and revision of procurement plan; ○ preparation of procurement documents (invitation of bids, standard bidding documents, evaluation reports, contracts, etc.) ; ○ Arrange advertising for the procurement of goods and services; ○ Organize and coordinate procurement evaluations including evaluation criteria, contract award/rejection notices and all other documentation associated with the evaluation process; ○ Provide guidance in bid evaluation to nominated committees; ○ Provide assistance during the project implementation activities in respect to the procurement issues; ○ Interact with other PMU members in order to support overall project activities; ○ Any other activities in correlation with the implementation of the project.



X. ANNEXES
Annex1 -Results Framework

Results Framework
COUNTRY: North Macedonia
North Macedonia Emergency COVID-19 Response Project

Project Development Objective(s)

To prevent, detect and respond to the threat posed by COVID-19 and strengthen national systems for public health preparedness in North Macedonia.

Project Development Objective Indicators

Indicator Name	DLI	Baseline	End Target
To prevent, detect and respond to the COVID-19 pandemic in North Macedonia			
Number of people tested for COVID-19 identification per MoH approved protocol (Number)		11,556.00	50,000.00
Recovery rate from COVID-19 (Percentage)		77.00	90.00
Number of beneficiaries receiving financial support to enable social distancing (Number)		0.00	100,000.00

PDO Table SPACE

XIII.



Intermediate Results Indicators by Components

XIV.

Indicator Name	DLI	Baseline	End Target
Emergency COVID-19 Response			
Number of designated laboratories with COVID-19 diagnostic equipment, test kits, and reagents per MoH guidelines (Number)		2.00	10.00
Number of acute healthcare facilities with isolation capacity (Number)		0.00	11.00
Number of ventilators purchased (Number)		0.00	50.00
Number of personal protective equipment (PPE) purchased (Number (Thousand))		0.00	1,900.00
Number of fully equipped ICU beds for treatment of COVID-19 cases (Number)		0.00	50.00
Number of health care workers trained in infection prevention and control per MoH approved protocol. (Number)		0.00	11,400.00
Number of doctors and nurses trained to treat patients with COVID-19 per approved MoH protocol (Number)		126.00	600.00
Household Support to Enable Social Distancing			
Number of GMI beneficiaries (Number)		27,000.00	42,500.00
Number of unemployment insurance beneficiaries (Number)		5,000.00	45,000.00
Number of households (recipients of means-tested programs) provided with food and hygienic packages (Number)		0.00	40,000.00
Implementation of new application procedures for COVID-19 pandemic related social protection measures (Text)		not implemented	implemented and functioning

XVI.

Monitoring & Evaluation Plan: PDO Indicators

Indicator Name	Definition/Description	Frequency	DataSource	Methodology for Data Collection	Responsibility for Data Collection
Number of people tested for COVID-19 identification per MoH approved protocol	Cumulative number of people tested for COVID-19. The technical	Every 6 months	MoH and PMU	Administrative data records, field verification	MoH and PMU



	specifications of the tests will be based on the international/national norms and standards for COVID-19 response.				of availability of equipment.	
Recovery rate from COVID-19	Numerator: Cumulative number of confirmed cases who recovered from COVID-19. Denominator: Cumulative number of closed COVID-19 cases.	Every 6 months	MoH and PMU	Administrative data		MoH and PMU
Number of beneficiaries receiving financial support to enable social distancing	Refers to 100,000 new beneficiaries (individuals) of both GMI (15,500 households or approximately 60,000 individuals) and unemployment benefit (40,000 individuals) programs.	Every 6 months	PMU/MLSP/EA	Administrative data		PMU/MLSP/EA

XVII.

XVIII.

Monitoring & Evaluation Plan: Intermediate Results Indicators

Indicator Name	Definition/Description	Frequency	Datasource	Methodology for Data Collection	Responsibility for Data Collection
Number of designated laboratories with COVID-19 diagnostic equipment, test kits, and reagents per MoH guidelines	Number of designated laboratories supported under the project with COVID-19 diagnostic equipment, test kits, and reagents per MoH guidelines. The technical specifications of the tests	Every 6 months	MoH and PMU	Laboratory Audit	MoH and PMU



	will be based on the international/national norms and standards for COVID-19 response.					
Number of acute healthcare facilities with isolation capacity	Number of existing acute healthcare facilities with isolation capacity for COVID-19 patients, that have been remodeled and equipped to become fully operational.	Every months	6	MoH PMU	and	Administrative data and audit reports MoH and PMU
Number of ventilators purchased	Cumulative number of medical ventilators financed by the project.	Every months	6	MoH PMU	and	Administrative records, verification of availability of equipment. data field of MoH and PMU
Number of personal protective equipment (PPE) purchased	Cumulative number of personal protective equipment purchased, including gloves, protective goggles, surgical masks/ear loop, face mask FF2, face mask N95, gown AAMI level 3, shoe covers, protection caps, scafanders.	Every months	6	MoH PMU	and	Administrative data MoH and PMU
Number of fully equipped ICU beds for treatment of COVID-19 cases	Cumulative number of ICU beds fully operational for COVID-19 patients, as defined in the POM.	Every months	6	MoH PMU	and	Administrative data and audit reports MoH and PMU



Number of health care workers trained in infection prevention and control per MoH approved protocol.	Total number of health workers who participated in training on infection prevention and control according to MoH protocol.	Every months	6	PMU	Administrative Data and record from training institutions	PMU
Number of doctors and nurses trained to treat patients with COVID-19 per approved MoH protocol	The total number of doctors and nurses who participated in training on identification and/or treatment of COVID-19 patients according to MoH protocol.	Every months	6	PMU	Administrative data and records from training institutions	PMU
Number of GMI beneficiaries	Refers to old (27,000) and new (15,500) GMI beneficiaries (households). The number of beneficiaries may oscillate and eventually drop to its "regular" level once the old eligibility criteria are back in place and the project financing ceases.	Every months	6	CBMIS	MLSP administrative data	PMU/MLSP
Number of unemployment insurance beneficiaries	Refers to an expected caseload of unemployment insurance beneficiaries (individuals) that are to be supported for a period of four months. The four-month time limit/duration of support may change depending on	Every months	6	EA information system	EA administrative data	PMU/EA



	the number of applications or due to the changes in eligibility criteria. Sex-disaggregated data will be monitored.				
Number of households (recipients of means-tested programs) provided with food and hygienic packages	Packages will be delivered to the existing GMI beneficiaries and beneficiaries of other means-tested social assistance programs (child allowances, education allowances, and the elderly assistance).	One time	CBMIS/MLSP	MLSP administrative data	PMU/MLSP
Implementation of new application procedures for COVID-19 pandemic related social protection measures XX.	Refers to new application procedures for both social assistance and unemployment benefits	One time	PMU/MLSP/EA	MLSP/EA administrative data	PMU/MLSP

Annex 2 - Procurement Plan

Contract Description and Category	Title, and Procurement category	Estimated Cost (EUR) and Risk Rating	Estimated Cost (USD) and Risk Rating	Bank Oversight	Procurement Approach/ Competition: National	Selection Methods :	Evaluation Method:	Starting date of the procurement
A. Component 1 - Emergency COVID-19 Response		23,337,000.00	25,541,050.00					
Subcomponent: 1.1. Case detection, confirmation, contact tracing, reporting and monitoring		5,400,000.00	5,910,000.00					
I.1.1. Expert support on clinical care of COVID-19 patients	CS	300,000.00	328,000.00	No	Limited/Direct selection	CQS/CD S	Value for Money	Jun-20
I.1.2 Training public health workers in infection prevention and control	CS	250,000.00	273,000.00	No	Open	CQS	Value for Money	Jun-20
I.1.3 Training public health workers on Protocols for medical waste	CS	250,000.00	273,000.00	No	Open	CQS	Value for Money	Jun-20
I.1.4 Information system upgrade to enable data exchange between the Institute for public health and the centers for public health	G	200,000.00	219,000.00	No	Direct	DIR	Lowest Evaluated Cost	Nov-20



1.1.5 Repurposing of Health Care facilities	W	3,900,000.00	4,270,000.00	No	Open/national	RFQ	Lowest Evaluated Cost	Jun-20
1.1.6 Repurposing of Health Care facilities (furniture)	G	500,000.00	547,000.00	No	Open/national	RFQ	Lowest Evaluated Cost	Jan-21
Subcomponent 1.2. Health system strengthening		17,937,000.00	19,631,050.00					
1.2.1. Personal protective equipment and medical equipment	G	16,737,000.00	18,360,000.00	No		DIR		Jun-20
1.2.2 Supply of drugs	G	1,200,000.00	1,271,050.00	No		DIR		Jun-20
B. Component 2 - Household Support and Enabling Social Distancing		900,000.00	984,800.00					
Subcomponent 2.1. Temporary social assistance support		830,000.00	908,200.00					
2.1.2 Emergency in kind support (food and hygienic supplies)	G	830,000.00	908,200.00	No	Direct	DIR	Lowest Evaluated Cost	Jun-20
Subcomponent 2.2. Temporary unemployment insurance support		70,000.00	76,600.00					
2.2.1 improving the overall administrative capacity of EA	CS/G	70,000.00	76,600.00					
C. Component 3 - Project Implementation,		763,500.00	835,800.00					



Communications, Community Engagement, and Monitoring								
3.1 Health component coordinator	CS	55,200.00	60,415.00	No	Open/National	IC	Value for Money	May-20
3.2 Health specialist	CS	52,000.00	56,910.00					
3.3 Health assistant	CS	45,500.00	49,800.00					
3.4 Monitoring and Evaluation Officer	CS	50,400.00	55,160.00	No	Open/National	IC	Value for Money	May-20
3.5 Environmental and social Safeguards Consultant	CS	48,000.00	52,540.00	No	Open/National	IC	Value for Money	May-20
3.6 Project Audit	CS	19,000.00	21,000.00	No	Limited	LCS	Value for Money	Apr-21
3.7 Accounting software adjustment	G	6,400.00	7,000.00	No	Direct	DIR	Lowest Evaluated Cost	Jun-20
3.8 Public campaign	CS	183,000.00	200,175.00	No	Direct	DIR	Value for Money	Jun-20
3.9 Performance audit	CS	137,000.00	150,000.00	No	Open/National	CQS	Value for Money	Apr-21
3.10 Phone survey	CS	137,000.00	150,000.00	No	Open/National	CQS	Value for Money	Jan-21
3.11 EA software upgrade	G	30,000.00	32,800.00	No	Direct	DIR	Lowest Evaluated Cost	Jun-20
Total procurements		25,000,500.00	27,361,650.00					



The World Bank

North Macedonia Emergency COVID-19 Response Project (P173916)

Description on acronyms on procurement/selection methods

Procurement Category Code	Procurement Category Definition	Review Type
GO	Goods	Prior
CW	Civil Works	Post
GO	Consultant Services	
NC	Non-Consulting Services	

Procurement Method Code (CS)	Procurement Method Definition	Procurement Method Code (GO)	Procurement Method Definition
QCBS	Quality and Cost-Based Selection	RFP	Request for Proposals
FBS	Fixed Budget Selection	RFB	Request for Bids
LCS	Least Cost Selection	RFQ	Request for Quotations
QBS	Quality Based Selection	DIR	Direct Selection
CQS	Consultant Qualification Selection	CD	Competitive Dialog
CDS	Direct Selection	UN	UN Agencies (Direct)
INDV	Individual Consultant Selection	EA	E-Auctions
UN	UN Agencies (Direct)	IMP	Imports
NPO	Non-Profit Organizations	COMM	Commodities
BANK	Banks	CDD	Community Driven Development Alternative
PRA	Procurement Agents	APA	Procurement Arrangement
CAPA	Alternative Procurement Arrangement	CP	Commercial Practices
CCP	Commercial Practices		

Procurement Method Code (CW)	Procurement Method Definition	Procurement Method Code (NC)	Procurement Method Definition
RFP	Request for Proposals	RFP	Request for Proposals
RFB	Request for Bids	RFB	Request for Bids



The World Bank

North Macedonia Emergency COVID-19 Response Project (P173916)

RFQ

Request for Quotations

RFQ

Request for
Quotations



Annex 3 –Data Protection Guidance & Examples

1. Examples of good practices for collection and processing of Personal Data

- a) Provide access to Personal Data to third parties only where strictly necessary to achieve Project objectives.
- b) Share anonymized or aggregated data, rather than Personal Data, wherever possible.
- c) Don't combine Personal Data from the Project with other government databases for other objectives, such as to enforce unrelated social security contributions and tax obligations.
- d) Don't share Personal Data from the Project with health care or pharmaceutical companies for advertising purposes.
- e) Don't allow Personal Data from the Project to be used by health insurers to verify medical history for processing unrelated policies and claims.
- f) If health history is collected, consider extent of that history; if two months is adequate don't collect 30 years.
- g) If the Project intends to provide temporary social assistance to individuals, consider whether it is necessary to know extraneous details such as the religious affiliation or sexual orientation.
- h) Consider using less intrusive questions, such as seeking information on "flu like" symptoms generally, rather than requiring disclosure of the exact symptoms.
- i) If a shelter in place order is imposed on individuals who have travelled from a specific destination during the pandemic, the date of travel from that specific destination should be recorded to ensure that irrelevant travel, e.g. 10 years ago, does not factor in inappropriately.
- j) If a database of infected persons is maintained to monitor movement of citizens for risk mitigation purposes, ensure that a recovered person is no longer listed.
- k) Securely destroy or delete Personal Data when no longer needed.
- l) Store physical records securely, e.g., in locked cabinets or rooms.

2. Examples of data that might be considered Personal Data:

- a) General patient data of a Data Subject including: name, contact information, date infected, nationality, gender, age, persons with whom the Data Subject had contact.
- b) Other information related to a Data Subject (if applicable):
 - o Medical and health symptoms
 - o Specific information about diagnosis or treatment
 - o Travel data, particularly to "hot zones" (date, time, duration)
 - o Compliance with self-isolation
 - o Mobile location data
 - o Biometric data such as facial recognition technology



- o Genetic information

Distinguishing between Personal and Non-personal Data:

Not Personal Data: body temperatures collected randomly or *en masse* as individuals enter a building.

Personal Data: body temperatures tied to staff identification numbers as individuals enter a building.

3. Good Practice Evaluation Criteria

The issues contained below are not exhaustive, but give an indication of the robustness of the national legal framework to protect personal data and alignment with good international practice.

Issue	Y/N	Comments
Does the law or require that the collection, use or processing of Personal Data be done on any of the following lawful bases, including: collection undertaken with consent ² due to contractual necessity, in compliance with legal obligation, and, taking into account proportionality for the protection of vital interests of the Data Subject, the public interest and/or other legitimate interest (or similar standards)	Y	Article 10 of the law
Does the law require that the collection, use or processing of Personal Data be done fairly and transparently (or similar standard), such as requiring the Data Subject to be informed of the purpose of data collection and intended use and sharing of the data?	Y	
Does the law require that the collection, use or processing of Personal Data be made for a stated purpose (or similar standard)?	Y	The reason for data collection and processing must be justified with the requirements
Does the law require that the collection, use or processing of Personal Data be proportionate, relevant, adequate and limited to what is necessary in relation to the purpose for which it is processed (or similar standard)?	Y	All collected data should be minimized based on the requirements

²Consent must be "free & informed". Consent cannot be freely given if the data subject has no genuine or free choice or is unable to refuse or withdraw consent without detriment.



Does the law require that the collection, use or processing of Personal Data be accurate, complete and up to date (or similar standard)?	No	Some of the data can be without all of the details required, or maybe a delay in delivery will happen
Does the law require that persons or entities collecting, using or processing Personal Data take responsibility for and be capable of demonstrating compliance with applicable data protection requirements?	Y	In every institution must be responsible and authorized person for implementation of the data law
Does the law require additional protections for collection, use or processing of sensitive Personal Data (e.g., information relating to race, ethnicity, religion, political beliefs, sexual orientation, health, etc.)?	Y	Article 13 of the law
Does the law require that Personal Data not be kept longer than is necessary for the purposes for which it is processed (or similar standard)?	Y	It must be destroyed after usage
Do any laws, regulations or policies authorize, restrict or otherwise address sharing of Personal Data with third parties?	Y	
Does the law provide that Data Subjects may refuse an automatic processing of Personal Data about them?	Y	Article 20 and 25, also they can require destroying of the collected data also
Does the law provide Data Subjects right of redress for abuse of Personal Data	Y	

Annex 4–COVID 19 emergency response TIPS Negotiation Process-
 COVID 19 emergency response
 TIPS- NEGOTIATION PROCESS- Goods

No.	Subject	Negotiable (Yes/No/may)	Remark
1.	Delivery: <ul style="list-style-type: none"> • Delivery Period, • partial delivery, • inclusion of inland transport to final destination as option • point of delivery etc. • options for CIP, FCA, EXW 	Yes	<ul style="list-style-type: none"> • Some manufacturers/suppliers may not want to take the responsibility of inland transport to final destination/s which should be considered (in this scenario, the Purchaser should either organize its own logistics or urgently contract-out to companies in the country) • If this results in increased price, it is a trade-off that could be seen on a case by case basis
2.	Contract price	Yes	<ul style="list-style-type: none"> • If there are some benchmarks, it would help.
3.	Payment terms: <ul style="list-style-type: none"> • Use of Letter of Credit • Direct Payment (Preferred) • Amount of Advance payments (up to 40%) • No Bank guarantee for advance (up to 10%) • etc. 	Yes	<ul style="list-style-type: none"> • currency: choice of supplier • Efforts to be made to reduce supplier risk perception (particularly supplying Goods from abroad <u>in the absence of an L/C</u>). This may result in some advance payment to be made without an equivalent guarantee and/ or higher advance payments than normal. There could be a limit where the risk to the Purchaser could be untenable but reasonable tradeoff is expected.
4.	Performance security <ul style="list-style-type: none"> • Normally not required 	Yes	<ul style="list-style-type: none"> • Should normally not be required given the time and effort needed under the emergency situation.
5.	Governing Law	Yes	<ul style="list-style-type: none"> • Normally, it is the Purchaser's country law. Some manufacturers/suppliers who may be new to delivering to the Purchaser's country, for example, may want some other laws to apply e.g. Swiss law, English law etc. which may be considered.
6.	Settlement of disputes	Yes	<ul style="list-style-type: none"> • The one given in the contract form is reasonable and suppliers are likely not to have an issue. It is negotiable, as long as a foreign supplier is not obliged to be subjected to national arbitration



No.	Subject	Negotiable (Yes/No/may)	Remark
			procedures. This could easily create justifiable supplier risk perception.
7.	Taxes and Duties	Yes	<ul style="list-style-type: none">The contract form envisages CIP for Goods from abroad i.e. custom duties and other taxes in the country of the Purchaser are not the Supplier's responsibilities. No imposition shall be made on the supplier to cover such costs. The Purchaser shall make necessary arrangements with customs authorities to clear the COVID- 19 Goods expeditiously.
8.	Technical specifications (quality)	Yes	<ul style="list-style-type: none">As long as applicable industry standards (such as WHO's) are maintained andMinimum functional requirements are met.
9.	Tests and inspections	Yes	<ul style="list-style-type: none">considering applicable standards
10.	Manufacturer's authorization (for a supplier who does not manufacture the Goods)	No	<ul style="list-style-type: none">Circumstances/market conditions giving rise to such a request may be looked closely.
11.	Packing, marking etc.	Yes	<ul style="list-style-type: none">in accordance with applicable standards
12.	Insurance	Yes	<ul style="list-style-type: none">The contract form gives two options the first being as per applicable Incoterm. Suppliers would normally be more comfortable with insurance coverage as per applicable Incoterm.
13.	Liquidated damages and bonuses	Yes	<ul style="list-style-type: none">Bonuses could help to accelerate.
14.	warranty	Yes	<ul style="list-style-type: none">The contract form leaves the warranty period to be filled based on applicable industry practice
15.	copyright	No	Protects copyrights of suppliers
16.	Limitation of liability	may	however, the provision in the contract form is quite balanced and likely no need to be negotiated.
17.	Force majeure	may	not likely that change is needed.



No.	Subject	Negotiable (Yes/No/may)	Remark
18.	Termination	may	though the provision is more than likely to serve the purpose.
19.	Fraud and Corruption, Bank's auditing right	NO	
20.	Any other provision that both parties agree to add	may	<ul style="list-style-type: none">• If needed on a case by case basis

Annex5 – COVID 19 Emergency response Summary of key features

EMERGENCY RESPONSESUMMARY of KEY FEATURES

GOODS- RFQ and DIRECT PROCUREMENT DOCUMENTS- March 2020

No.	Subject	Description key features		Risk and mitigation
		Request for Quotation	Direct Contracting	
1.	Scope	<ul style="list-style-type: none"> Items required for the emergency response operations. Streamlined competitive process: expected to be used irrespective of value 	<ul style="list-style-type: none"> expected to be used for values irrespective of value 	<p>Risk: impact of less rigorous competitive method</p> <p>Mitigation: enhanced provisions compared to conventional request for quotations such as:</p>
2.	Simplified Procurement Process	<ul style="list-style-type: none"> Electronic issuance of RFQ and submission of Quotations 	<ul style="list-style-type: none"> Electronic issuance of invitation for direct contracting and submission of offers 	<ul style="list-style-type: none"> Risk of including an unqualified supplier/manufacture is expected to be managed prior to requesting quotations i.e. when the list of firms to be requested to submit quotations is established Quality control: reference to WHO recommended specifications and standards; manufacturer's authorization required for non-manufacturers Electronic submission of quotations in the form of un-editable scanned files Suppliers may request clarifications on why they are not successful; to be
		<ul style="list-style-type: none"> Electronic communications including (e-procurement systems, email and fax) as primary form of communications between Purchaser and Suppliers; any meetings-virtual (audio/video) 		
		<ul style="list-style-type: none"> No Public opening of quotations 	N/A	
		<ul style="list-style-type: none"> No Bid Security 	N/A	
		<ul style="list-style-type: none"> performance security normally not required; in exceptional circumstances performance security may be requested (risk based) 		
		<ul style="list-style-type: none"> Option: Delivery Period from a specified milestone (if there are urgencies short delivery periods could be specified) 		
		<ul style="list-style-type: none"> Option: Delivery may or may not include inland transportation costs depending on circumstances (to 		



No.	Subject	Description key features		Risk and mitigation
		Request for Quotation	Direct Contracting	
		<p>minimize risk perception of foreign suppliers; allow flexibility)</p> <ul style="list-style-type: none"> • Option: for partial and/or phased delivery (flexibility) • Option: CIP/FCA for Goods from abroad to fit the purpose- negotiable 	<ul style="list-style-type: none"> • Evaluation done item-wise 	<p>addressed by the Purchaser within a reasonable time (no pause).</p> <ul style="list-style-type: none"> • Publication of contract award within 15 days or as soon as practicable thereafter (noting the emergency nature) • Advance payment guarantees for advances normally exceeding 10% • Provisions such as dispute settlement, force majeure, termination, F&C and Bank's auditing rights included.
		<ul style="list-style-type: none"> • Option: evaluation could be for the whole items, item-wise or item-wise corresponding to partial delivery (flexibility) 	<ul style="list-style-type: none"> • Offer negotiated and contract concluded (this could happen virtually in a short period of time)- a number of provisions are negotiable- see negotiations tips. 	
		<ul style="list-style-type: none"> • simplified evaluation and contract awarded based on least evaluated cost after confirming technical compliance- see negotiations tips in finalizing the contract. • single foreign currency of supplier's choice (to simplify evaluation while managing supplier's risk perception) 		
		<ul style="list-style-type: none"> • Suppliers may request clarifications on the award/complain. Purchaser addresses within a reasonable time. 		



No.	Subject	Description key features		Risk and mitigation
		Request for Quotation	Direct Contracting	
		<ul style="list-style-type: none"> • Templates for including requirements (items, quantities etc.), quotation form etc. (to make it easier for both parties) 		
3.	Technical Specifications	<ul style="list-style-type: none"> • Link provided to the WHO recommended list, technical specs and standards 		
		<ul style="list-style-type: none"> • Standardized approach allows for quick review and contract award decision 	<ul style="list-style-type: none"> • Standardized approach allows for quick review, negotiations and contract award decision 	
4.	Contract Form	<ul style="list-style-type: none"> • A single contract template i.e. No GCC and SCC • Options provided as appropriate e.g. <u>payment terms are negotiable to fit the purpose.</u> • To minimize risk perceptions of suppliers in the absence of L/C (which does not seem to be a feasible option here) advance payment as high as 40% to be provided for supply from abroad (10% without guarantee and 30% with guarantee)- <u>this is negotiable</u> • <u>Performance security clearly highlighted as normally not required</u> i.e. only in exceptional circumstances (just to enable it only) • Bonus payment provision included to encourage suppliers to accelerate delivery • mode of international cargo transport: air to the extent practicable • Contract award: <u>electronic</u>. Use of electronic signature such as DocuSign whenever possible 		



No.	Subject	Description key features		Risk and mitigation
		Request for Quotation	Direct Contracting	
		<ul style="list-style-type: none"> Contract notices: electronic; any contract-related meetings (could be virtual) 		

Annex 6

Letter of Acceptance of the World Bank’s Anticorruption Guidelines and Sanctions Framework

Letter of Acceptance of the World Bank’s Anticorruption Guidelines and Sanctions Framework³

Date: _____

Invitation of Bids/Proposals No. _____

To: _____

We, along with our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not) consultants and personnel, acknowledge and agree to abide by the World Bank’s policy regarding Fraud and Corruption (corrupt, fraudulent, collusive, coercive, and obstructive practices), as set out and defined in the World Bank’s Anti-Corruption Guidelines⁴ in connection with the procurement and execution of the contract (in case of award), including any amendments thereto.

We declare and warrant that we, along our sub-contractors, sub-consultants, service providers, suppliers, agents (whether declared or not), consultants and personnel, are not subject to, and are not controlled by any entity or individual that is subject to, a temporary suspension, early temporary suspension, or debarment imposed by a member of the World Bank Group, including, inter alia, a cross-debarment imposed by the World Bank Group as agreed with other international financial institutions (including multilateral development banks), or through the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in

³[Drafting note: This document shall be signed by bidders/proposers/consultants and submitted as part of their bids/proposals. In addition, this document shall be signed by the winning bidder/consultant and incorporated as part of the contract.]

⁴Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by International Bank for Reconstruction and Development Loans and the International Development Agency Credits and Grants, dated October 15, 2006, and revised in January 2011 and July 2016, as they may be revised from time to time.



connection with World Bank Group corporate procurement. Further, we are not ineligible under the laws or official regulations of *[Insert name of Employer as per bidding document]* or pursuant to a decision of the United Nations Security Council.

We confirm our understanding of the consequences of not complying with the World Bank's Anti-Corruption Guidelines, which may include the following:

- a. rejection of our Proposal/Bid for award of contract;
- b. in the case of award, termination of the contract, without prejudice to any other remedy for breach of contract; and
- c. sanctions, pursuant to the Bank's Anti-Corruption Guidelines and in accordance with its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework. This may include a public declaration of ineligibility, either indefinitely or for a stated period of time, (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or in any other manner;⁵ (ii) to be a nominated⁶ sub-contractor, sub-consultant, consultant, manufacturer or supplier, or service provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project.

We understand that we may be declared ineligible as set out above upon:

- a. completion of World Bank Group sanctions proceedings according to its prevailing sanctions procedures;
- b. cross-debarment as agreed with other international financial institutions (including multilateral development banks);
- c. the application of a World Bank Group finding of non-responsibility on the basis of Fraud and Corruption in connection with World Bank Group corporate procurement; or
- d. temporary suspension or early temporary suspension in connection with an ongoing World Bank Group sanctions proceeding.

For avoidance of doubt, the foregoing effects of ineligibility do not extend to a sanctioned firm's or individual's execution of its ongoing Bank-financed contracts (or its ongoing sub-agreements under such contracts) that are not the subject of a material modification, as determined by the Bank.

⁵For the avoidance of doubt, a sanctioned party's ineligibility to be awarded a contract shall include, without limitation, (i) applying for pre-qualification or initial selection), expressing interest in a consultancy, and bidding, either directly or as a nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider, in respect of such contract, and (ii) entering into an addendum or amendment introducing a material modification to any existing contract.

⁶A nominated sub-contractor, nominated consultant, nominated manufacturer or supplier, or nominated service provider (different names are used depending on the bidding document) is one which has been: (i) included by the bidder in its pre-qualification or initial selection application or bid because it brings specific and critical experience and know-how that allow the bidder to meet the qualification requirements for the particular bid; or (ii) appointed by the Borrower.



The World Bank

North Macedonia Emergency COVID-19 Response Project (P173916)

We shall permit, and shall cause our sub-contractors, sub-consultants, agents (whether declared or not), personnel, consultants, service providers or suppliers, to permit the Bank to inspect⁷ all accounts, records, and other documents relating to the procurement process and/or contract execution (in the case of award), and to have them audited by auditors appointed by the Bank.

We agree to preserve all accounts, records, and other documents (whether in hard copy or electronic format) related to the procurement and execution of the contract.

Name of the Bidder/Proposer/Consultant: _____

Name of the person duly authorized to sign the Bid/Proposal on behalf of the Bidder/Proposer/Consultant:

Title of the person signing the Letter: _____

⁷Inspections in this context are usually investigative (i.e., forensic) in nature: they involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data, and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third-party verification of information.



Annex 7-Sample letter to be used by the Borrower to request Banks HEIS and BFP

Excellency,

We refer to [negotiations [underway][completed] for a Financing Agreement [to be entered into] [the Financing Agreement of today's date] between [] and the [International Bank of Reconstruction and Development] [International Development Association] (Bank) for the [] Project.

We are pleased to notify you that the Bank approves your request for Hands-on Expanded Implementation Support (HEIS) under the Bank's procurement framework to support [] [in its role as Project Implementation Unit] in the context of the procurement of [describe procurement activity]. The Bank will provide HEIS to [Implementing Entity] in a manner consistent with its operational policies and procedures. Given the significant disruptions in the usual supply chains for medical consumables and equipment for the COVID-19 response, the Bank, at your request, may also provide proactive assistance in accessing existing supply chains through Bank Facilitated Procurement (BFP) under HEIS.

In particular, the Bank may provide the following support:

BFP activities under HEIS:

1. Conduct extensive market engagement and survey to identify available stock of the agreed list of critical medical consumables and equipment needed under this COVID19 response project (attached) in the quantities therein specified, as such agreed list may be updated from time to time in agreement with the Bank;
2. Assist [the Implementing Entity] in (i) negotiating prices, delivery terms, and other contract conditions with identified suppliers;
3. Draft final award letters and/or contracts adapted to specific market conditions, on a fit-for-purpose basis and ensuring consistency with Bank's procurement framework;
4. Provide additional hands-on support in contracting to outsource logistics.



Other HEIS activities:

5. Draft technical requirements and specifications, as requested by the [Implementing Entity;
6. Assist [the Implementing Entity] in drafting procurement documents; and
7. Provide advice on evaluation procedures, participate as observers during negotiations, by only clarifying matters of the Bank Procurement Regulations.

The Bank will be providing BFP under HEIS to other client countries to aggregate demand for medical supplies across countries, whenever possible, and will conduct extensive market engagement to identify suppliers from the private sector, and to facilitate access to governments' and UN Agencies' stock. While the Bank will make every effort to assist [Country XX] in accessing these markets, it cannot guarantee a successful outcome.

While the Bank will facilitate access and coordinate closely with your government, full decision-making responsibility at every stage of the procurement process will rest with your government. In addition, you will be responsible for signing and implementing the contracts, including establishing relevant logistics with suppliers such as arranging the necessary freight/shipment of the goods to their destination, as well as receiving and inspecting the goods.

It is understood that the Bank will not be liable for any claims or demands from third parties or from your government related to any defect in quality or quantity of any goods, [works or services] to be procured by [name of country] with support under the HEIS, the shipment or use of any goods, or otherwise.

Once the Financing Agreement is declared effective by the Bank, we may make payments on your behalf to the [contractors,] suppliers [or consultants] through the Bank's system of making Direct Payments from the proceeds of the financing, in accordance with the terms of the Financing Agreement.

Kindly countersign and return this letter agreement to us. We look forward to working with you to address this global emergency.

Sincerely,

Countersigned by:

cc:



Annex8-TOR for Procurement Manager and Procurement Assistant

Procurement Manager

I. Objective of the assignment

Procurement of goods, works and services related to the Project Implementation.

II. Specific tasks

- Managing day-to-day project procurement activities;
- Preparing annual work plan;
- Based on the work plan prepare an annual procurement plan;
- Coordinate the procurement process for each contract by guiding preparation of bidding documents, receiving no-objections from the World Bank (WB) where necessary, sending invitations of bids and clarifications to bidders;
- Arrange advertising for the procurement of goods, works and services;
- Prepare procurement documents (invitation of bids, standard bidding documents, evaluation reports, contracts, etc.) ;
- Organize and coordinate procurement evaluations including evaluation criteria, contract award/rejection notices and all other documentation associated with the evaluation process;
- Provide guidance in bid evaluation to nominated committees;
- Using Bank's online procurement planning and tracking tools to record all procurement actions under IPF operations, including preparing, updating and clearing its Procurement Plan, and seeking and receiving the Bank's review and No-objection to procurement actions as required;
- Provide assistance during the project implementation activities in respect to the procurement issues;
- Liaise with the World Bank procurement staff;
- Interact with other PMU members in order to support overall project activities;
- Any other activities in correlation with the implementation of the project.

III. Reporting obligations

The consultant shall regularly debrief the Project Manager on the progress in respect to the contract obligations performed.

IV. Data, local services, personnel and facilities to be provided by the client



The Consultant will be provided with suitable office space, appropriate equipment such as PC and printer.

Selection method and contract: The selection method is Direct Selection and the contract shall be Time based according to the World Bank's Procurement Regulations for IPF Borrowers for Goods, Works, Non-Consulting and Consulting Services, dated July 1, 2016 (revised in November 2017 and August 2018).

V. Duration of assignment

The Consultant will work under a time-based contract. The assignment will be full time, working 8 hours a day on the regular business days in Macedonia. The contract for this assignment will be until June 30, 2022. A downstream work might be needed, subject to Client's business needs under the project and subject to consultant's satisfactory performance.

Procurement Assistant

I. Objective of the assignment

Procurement of goods, works and services related to the Project Implementation.

II. Specific tasks

Assisting the Procurement Manager in:

- day-to-day project procurement activities;
- Preparation of the annual work plan;
- preparation and revision of procurement plan;
- preparation of procurement documents (invitation of bids, standard bidding documents, evaluation reports, contracts, etc.);
- Arrange advertising for the procurement of goods and services;
- Organize and coordinate procurement evaluations including evaluation criteria, contract award/rejection notices and all other documentation associated with the evaluation process;
- Provide guidance in bid evaluation to nominated committees;
- Provide assistance during the project implementation activities in respect to the procurement issues;
- Interact with other PMU members in order to support overall project activities;
- Any other activities in correlation with the implementation of the project

III. Reporting obligations



The consultant shall regularly debrief the Project Manager and the Procurement Manager on the progress in respect to the contract obligations performed.



IV. Data, local services, personnel and facilities to be provided by the client

The Consultant will be provided with suitable office space, appropriate equipment such as PC and printer.

Selection method and contract: The selection method is Direct Selection and the contract shall be Time based according to the World Bank's Procurement Regulations for IPF Borrowers for Goods, Works, Non-Consulting and Consulting Services, dated July 1, 2016 (revised in November 2017 and August 2018).

V. Duration of assignment

The Consultant will work under a time-based contract. The assignment will be full time, working 8 hours a day on the regular business days in Macedonia. The contract for this assignment will be until June 30, 2022. A downstream work might be needed, subject to Client's business needs under the project and subject to consultant's satisfactory performance.

<p>FOR AND ON BEHALF OF MINISTRY OF HEALTH</p>  <p>Dr. Yanko Edipche, Minister</p>	<p>FOR AND ON BEHALF OF MINISTRY OF LABOUR AND SOCIAL POLICY</p>  <p>Jagoda Sahpaska, Minister</p>
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