

**TERMS OF REFERENCE FOR  
TECHNICAL ASSISTANCE FOR MONITORING OF THE SINGLE UNIFIED  
REGISTRY SYSTEM (SURS) SOFTWARE IMPLEMENTATION AND  
PREPARATION OF TECHNICAL SPECIFICATION FOR ADJUSTMENTS OF  
SOFTWARE'S IN RELATED TO SURS AGENCIES**

## **TERMS OF REFERENCE AND SCOPE OF SERVICES**

### **Technical assistance for monitoring of the Single Unified Registry System (SURS) software implementation and Preparation of technical specification for adjustments of software's in related to SURS agencies**

#### **I. Consultancy Services Required**

The Government of the Republic of North Macedonia has received a Loan from the International Bank for Reconstruction and Development, for implementing the Macedonia Social Insurance Administration Project (SIAP).

The Ministry of Social Policy, Demography and Youth (MSPDY) is seeking the services of a Consultancy Company (Consultant) to support implementation of a first subcomponent of the Component 1 of SIAP: Establishment of Single Unified Registry System for social insurance (SURS).

#### **II. Background**

The SIAP project activities will address specific functional and technical areas within the administration of social insurance. The project will support the Government's efforts to continue the process of improving the quality of services delivered by the social insurance administration. The Social Insurance Administration Project will support the Government of North Macedonia (GoNM) to address challenges that affect the functioning of the social insurance system and social protection of persons with disabilities.

The project will support the establishment of the Central Registry of Socially Insured Individuals (SURS), modernization of the pension administration and will contribute to the establishment of the Central Disability Certification Coordination Unit (CDCCU).

The overall SIAP project will be organized into two main components, with a third component related to project management.

- Component 1. Improving the quality of the social insurance administration services
- Component 2. Strengthen the regulatory framework for people with disabilities and for hazardous occupations
- Component 3. Project Management

#### **III. Specific Background Information**

The strategic objective of this reform to the social insurance administration system is to provide a more effective and efficient service to all clients of the social insurance system. This will be achieved through streamlining and unifying the functions of registration, data reporting, and contributor and individual contribution data recording. This new and reformed system will be managed by a new entity, and participating institutions will be freed up to concentrate on

providing their core services (e.g. pension benefit payment, revenue collection, health benefits, employment services).

Within the present social insurance system, the registration, data collection, and database management functions are spread amongst multiple institutions. In essence, the Employment Agency (AVRM) undertakes registration of employers and employees, and the Tax Administration (UJP) undertakes contribution and contribution data collection. In addition, both the Pension and Disability Insurance Fund (PIOM) and the Health Insurance Fund (FZO) also register other client categories (e.g. farmers, self-employed). The PIOM also intermediates in the collection of data and allocation of contributions for the Defined Contribution Pension (Pillar 2), and transmits such funds and data through the Pillar 2 regulator (MAPAS) for onward transfer to the DC Pension Funds.

The Government of the Republic of North Macedonia has taken decisions to eliminate the fragmentation and data management weaknesses in the present system, and to streamline and simplify the registration, data collection and registry functions. This will lead to a more sustainable system that delivers a quality service to all its' clients. The Government has decided to establish a new single unified registry system (SURS), including a unified single individual contributor database as its' centre-piece. The collection of all social insurance contribution revenues will remain with the Public Revenue Office (UJP). For fully functioning of the SURS, according Law on Compulsory Social Insurance Register - 'Law on SURS', it is planned The Registry for hazardous occupations eligible for early retirement to be establish within the Ministry of Social Policy, Demography and Youth (MSPDY).

However, according 'Law on SURS', the management of the SURS will be assigned to a separate new legal entity (SURS Agency) under the Ministry of Social Policy, Demography and Youth (MSPDY). Based on the 'Law on SURS', the Minister of Social Policy, Demography and Youth has established permanent Working Body for implementation of the SURS.

#### **IV.Objectives of Assignment and Scope of Work**

The objective of this consultancy assignment is to provide technical assistance for monitoring of the Single Unified Registry System (SURS) software implementation and data validation (including data clean up with migration), preparation of technical specification for adjustments of software's in related to SURS agencies, preparation of technical specification for development of the Registry for hazardous occupations eligible for early retirement, and provide strategic advisory and hands-on support to the SURS Working Body during the SURS development.

During this engagement, the Consultant (Firm) is expected to carry out the following tasks:

1. Prepare an inception report containing a work plan and methodology.
2. Preparation of technical specification and bidding document for development of the Registry for hazardous occupations eligible for early retirement, including automatization of the process for approval of the hazardous work place.
3. Monitoring the implementation of the SURS platform under the coordination of the SURS Working Body, including:

- Monitoring the implementation (establishment and development) of SURS, ensuring correct, timely and complete implementation of the conditions, requirements and obligations, with a focus on the verification and validation of functional and technical requirements during user acceptance, testing and operational acceptance. During the implementation, informs all the relevant stakeholders for the accomplishment of all phases and activities.
  - Alignment of activities between all relevant parties.
  - Informing the SURS Implementation Working Body about all detected problems, open questions and issues that will arise during the implementation of SURS and the processes for mapping and data cleaning.
  - Monitoring the process of the development of interfaces to connect new system for automating secure data exchange through government service bus (interoperability) operated by the Ministry of Digital Transformation (MDT) and interfaces to connect with systems of Central Registry of the Republic of North Macedonia and Ministry of Social Policy, Demography and Youth.
4. Preparation of separate technical specifications and bidding documents for adjustments of software's of the relevant institutions: Public Revenue Office, Pension and Disability Insurance Fund, Health Insurance Fund, Agency for Employment, Agency for Supervision of Fully Funded Pension Insurance (MAPAS), in line with SURS functional and technical requirements. The consultant shall produce relevant bidding documents and align them with World Bank rules with assistance from the PIU. The Consultant shall submit draft bidding documents to the above institutions for formal adoption and approval.
  5. Provide technical support to the relevant stakeholders throughout the implementation process of adjustments of their software in line with SURS functionalities
  6. Perform any other tasks deemed necessary to complement the above activities for the successful accomplishment of the assignment objective.

## **V.Deliverables**

The Consultant shall submit the following key deliverables. The Consultant may also propose additional deliverables based on the Consultant's proposed approach and methodology.

Deliverables	Deadline <sup>1</sup>	Payment-% of the Contract price
<b>Project Inception Report containing a work plan and methodology:</b> Describes Consultant's approach to project; affirmation of project timeline, activities and outputs; mobilization of Consultant's team; project management; identified risks and mitigation strategies	Week 3	5%
<b>Technical specification and bidding document</b> for development of the Registry for hazardous occupations eligible for early retirement (with business process analysis and design), including automatization of the process for approval of the hazardous work place	Month 5	10%
<b>Monthly Reports</b> covering all completed activities, deliverables, and challenges during the reporting period. Additionally, these reports will indicate actions to be taken in the following reporting period. The reports will also describe risks identified by the Consultant and approaches to their mitigation. The Consultant shall devise a reporting template in consultation with the SURS Working Body.	Each monthly report shall be due by the fifth day of the following month for the previous month	/
<b>Review Reports</b> and presentations related to specific activities for: 1) monitor the data clean up and migration (at least 4 Review Reports during duration period); 2) SURS software development (at least 4 Review Reports during duration period), 3) testing and pilot implementation of SURS software (at least 2 Review Reports during duration period) and 4) acceptance of SURS software	Depending on the timeline of each activity  Month 18	55% in total  5% each in case of 4 reports for data clean up and migration 5% each in case of 4 reports for SURS software development 5% for testing and pilot implementation 10% for acceptance of SURS software
<b>Separate technical specifications and bidding documents</b> for adjustments of software's of the relevant institutions: Public Revenue Office, Pension and Disability Insurance Fund, Health Insurance Fund, Agency for Employment, Agency for Supervision of Fully Funded Pension Insurance (MAPAS), in line with SURS functional and technical requirements.	Month 7	30%
<b>Separate reports</b> for other consulting services for supervisory and technical assistance related to the implementation process on request.	Depending on the request	/

<sup>1</sup> All dates are after the signature and effectiveness of the contract. All dates are tentative and will elaborate in detail in a Work Plan. Review and acceptance of the deliverables by the Client will be on time, in the period no longer than 60 working days.

The above Deliverables should be sufficiently detailed for use by the Client. The Consultant is expected to hold meetings and workshops throughout the project when required and these should be determined within the proposed project work plan. These events should be used to gather and verify information, discuss existing problems and potential solutions, brief management and key staff in the participating institutions, and reach agreement on future solutions.

## **VI. Reporting Arrangements**

The SURS Working Body shall be the Consultant's main counterpart on key substantive matters related to this assignment. The Consultant shall also work closely with the PIU. Interaction with related government entities (involved institutions), as well as the company that will be selected for development of SURS ICT system is required.

The main counterpart will facilitate the Consultant's access to the necessary documentary materials as well as access to the key stakeholders to the assignment. In the Consultant's working relations with the SURS Working Body and other stakeholders, the Consultant will be expected to be self-sufficient and conduct himself/herself in the highest professional manner.

The reports must be submitted in Macedonian and English language.

The SURS Working Body shall have a final approval with regards to document acceptance and any disagreements.

## **VII. Duration of the assignment**

This task is expected to start once the contract is signed and be completed within a period of 21 months from the date of signing the contract. The contract is expected to be closed by June 30, 2026.

## **VIII. Restriction**

In addition to the standard conflict-of-interest restrictions specified in the consultancy contract, any tangible or intellectual output created under this contract will remain the sole property of the MSPDY, who will make them available to the concerned development partner including the World Bank for comments. The terms of reference and the correlated products are to be handled confidentially. Re-use of the materials will require the formal, written approval of the MSPDY.

The Consultant shall have no material interest in any of the outputs of this assignment and technologies or related ICT services/solutions and will not be eligible to participate in future contracts for the implementation of the proposed solutions.

On the commencement of the assignment, the Consultant will jointly prepare with the SURS Working Body and PIU a statement of confidentiality that will bind the Consultant to nondisclosure of any information that the Consultant may become knowledgeable of during the course of the assignment.

The Consultant shall deliver the services in Skopje. The working languages of the Consultant shall be English and Macedonian. Where necessary, the Consultant shall engage interpreters/translators who can be members of its team.

## **IX. Qualification requirements**

To carry out this assignment, the Client seeks a Company (Consultant) who needs to provide a team of experts with relevant experience and qualifications in their subject area as indicated further below. The Consultant may associate with other Consultant firm (s) in the form of a joint venture to complement their respective areas of expertise, strengthen the technical responsiveness of their proposal, and avail themselves to a broader pool of experts.

The qualification requirements of the Consultant firm are summarized as follows. The Consultant shall be a firm or a group of firms with following qualifications:

- Proven relevant experience and verifiable track-record in the past ten years
- The Consultant firm must have successfully completed at least two (2) projects for monitoring of/or development of software in public sector (each worth at least EUR 500,000) within the last seven (7) years (as the main solution provider or main partner in a joint venture). Assignment for monitoring of/or development of software related with social insurance will be considered as advantage
- The Consultant firm must have successfully completed at least two (2) similar projects for monitoring of/or migration and consolidation of data from existing systems within the last ten (10) years (as the main solution provider or main partner in a joint venture). Assignment for monitoring of/or migration and consolidation of personal data or data for social insured persons will be considered as advantage
- The Consultant firm must have successfully completed at least two (2) projects for preparation of technical specification for public software solution within the last five (5) years.

The credibility of mentioned experience and expertise shall be presented in a list of project references with description of services provided (including information on contract value, contracting entity/client, project location/country, duration, percentage carried out by consultant in case of association of firms and main activities) and accompanied by certificates of orderly fulfillment of the contracts verified by other party from such contracts.

The Consultant firm must be able to mobilize at least six (6) key experts with necessary skills and experience presented below as well as the project management and backstopping capacity, to ensure the successful completion of this assignment.

The Consultant firm must ensure that the key experts who will perform the listed activities possess the following qualifications:

### **KE-1: Team Leader**

- At least Bachelor degree in engineering, computer science, management information systems
- International/regional/local expert with at least ten (10) years of professional experience as Team Leader on Software Development Projects. Experience in projects implementing software solutions related with SURS/Social insurance/socially insured persons in the region or other parts of the world will be considered as advantage.

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- Demonstrated knowledge and experience in migration and consolidation of data from existing systems (especially personal data) in a governmental environment, preferably in North Macedonia or the region.
- Managed development and implementation of at least three (3) software in public sector completed over the past eight (8) years, preferably funded by the World Bank, European Union, and similar development partners.
- Minimum five (5) years of demonstrated experience in managing ICT projects and staff.
- Fluency in English. Fluency in Macedonian will be an advantage.

**KE-2: Expert for Social Insurance Business Processes**

- At least Bachelor's degree in economy, law or IT.
- International/regional/local expert with at least five (5) years of relevant experience related with social insurance/socially insured persons in the region or other parts of the world, preferably in developing countries.
- Experience in social insurance/socially insured persons business processes on at least two public sector projects for business process mapping, completed over the past five (5) years
- Fluency in English. Fluency in Macedonian will be an advantage.

**KE-3& KE-4: Expert in application software development (two experts)**

- At least Bachelor's degree in computer science, engineering, management information systems
- International/regional/local expert with at least ten (10) years of experience as application software development expert in the region or other parts of the world. Experience in social insurance/socially insured persons application software development will be considered as advantage.
- At least two (2) projects related with social insurance/socially insured persons application software development in a governmental environment, preferably in North Macedonia or the region, completed over the past five (5) years.
- Experience in building of software solutions with similar contents or complexity - registers or systems for electronic services;
- At least 5 years in managing information system projects, software development life cycle, testing, commissioning and integration of digital solutions;
- Fluency in English. Fluency in Macedonian will be an advantage.

**KE-5 & KE-6: Data Analyst Expert (two experts)**

- At least Bachelor's degree in engineering, computer science, management information systems.
- International/regional/local expert with at least ten (10) years of relevant experience as Data Analyst in the region or other parts of the world.
- At least two (2) projects for developing and/or administering the database used by the software application, completed over the past five (5) years.



- At least 5 years' experience in database design, data migration and integration with other systems.
- Fluency in English. Fluency in Macedonian will be an advantage.

At least three of the experts from the consulting team should have knowledge of Macedonian language.

The Team Leader shall coordinate the work of all experts with appropriate qualifications written above and ensure that their schedules are coordinated.

The Team Leader will also ensure the quality of reports, and that the work of Consultant's team is coordinated with each other so that their outputs are consistent and delivered on time.

## **X. Selection of the Consulting Firm**

The Consultant firm will be selected in accordance with Quality-and Cost-Based Selection (QCBS) method set out in the Procurement in IPF of Goods, Works, Non-Consulting and Consulting Services, (Regulations) issued in July 2016, revised November 2017 and August 2018.

QCBS uses a competitive process among short-listed firms that takes into account the quality of the technical proposal and the cost of the services (financial proposal) in the selection of the successful firm.

The MSPDY will publish Request for Expression of Interest (REoI) and upon evaluation of received EoIs, best evaluated (short-listed) firms will receive a Request for Proposal. Those firms will be called to submit technical and financial proposals for further evaluation.

The consulting firm must meet the following minimum requirements for short-listing:

- Proven relevant experience and verifiable track-record in the past ten years
- The Consultant firm must have successfully completed at least two (2) projects for monitoring of/or development of software in public sector (each worth at least EUR 500,000) within the last seven (7) years (as the main solution provider or main partner in a joint venture). Assignment for monitoring of/or development of software related with social insurance/social insured persons will be considered as advantage
- The Consultant firm must have successfully completed at least two (2) similar projects for monitoring of/or migration and consolidation of data from existing systems within the last ten (10) years (as the main solution provider or main partner in a joint venture). Assignment for monitoring of/or migration and consolidation of personal data or data for social insured persons will be considered as advantage.
- The Consultant firm must have successfully completed at least two (2) projects for preparation of technical specification for public software solution within the last five (5) years.

Evaluation criteria	Total points	Max. Points
	100	

<p>Proven relevant experience and verifiable track-record in the past ten year</p>	<p>10</p>	<p>3- Two realized project in the public sector at national level in the past ten years  7- Three to five realized projects in the public sector at national level in the past ten years  10- Five or more realized projects in the public sector at national level in the past ten years</p>
<p>□ The Consultant firm must have successfully completed at least two (2) projects for monitoring of/or development of software in public sector (each worth at least EUR 500,000) within the last seven (7) years (as the main solution provider or main partner in a joint venture).  Assignment for monitoring of/or development of software related with social insurance/social insured persons will be considered as advantage</p>	<p>30</p>	<p>20- Two realized projects for monitoring of/or development of software in public sector (each worth at least EUR 500,000) within the last seven (7) years   10- At least one realized assignment for monitoring of/or development of software related with social insurance/ social insured persons within the last seven (7) years  (This criteria shall be considered as fulfilled if the consultant has also fulfilled the criteria - at least two (2) projects for monitoring of/or development of software in public sector (each worth at least EUR 500,000) within the last seven (7) years</p>
<p>The Consultant firm must have successfully completed at least two (2) similar projects for monitoring of/or migration and consolidation of data from existing systems within the last ten (10) years (as the main solution provider or main partner in a joint venture)  Assignment for monitoring of/or migration and consolidation of personal data or data for social insured persons will be considered as advantage</p>	<p>30</p>	<p>20- Two realized similar projects for monitoring of/or migration and consolidation of data from existing systems within the last ten (10) years   10- At least one realized assignment for monitoring of/or migration and consolidation of personal data or data for social insured persons within the last ten (10) years  (This criteria shall be considered as fulfilled if the consultant has also fulfilled the criteria - at least two (2) similar projects for monitoring of/or migration and consolidation of data from existing systems within the last ten (10) years)</p>
<p>Successfully completed at least two (2) projects for preparation of technical specification for public software solution within the last five (5) years</p>	<p>30</p>	<p>30- Two projects for preparation of technical specification for public software solution within the last five (5) years</p>

The minimum passing score for short-listing is 70 points.