

# OPERATIONAL AND VACCINE DELIVERY AND DISTRIBUTION MANUAL

for the

**Belize COVID-19 Response Project  
Financing Agreement Contract No. 9344**

**FINAL**

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## 1. ABBREVIATIONS AND ACRONYMS

|          |  |
|----------|--|
| AEFI     | Adverse Events Following Immunization                              |
| Bank     | International Bank for Reconstruction and Development / World Bank |
| BHIS     | Belize Health Information System                                   |
| CEO      | Chief Executive Officer  |
| COMISCA  | El Consejo de Ministros de Salud de Centroamérica                  |
| COVID-19 | Coronavirus Disease  |
| E&S      | Environmental and Social   |
| EPI      | Expanded Programme on Immunization                                 |
| ESCP     | Environmental and Social Commitment Plan                           |
| ESMF     | Environmental and Social Management Framework                      |
| F&C      | Fraud and Corruption   |
| GOB      | Government of Belize   |
| GRM      | Grievance Redress Mechanism  |
| IFRs     | Interim Financial Reports  |
| LMP      | Labor Management Procedures  |
| M&E      | Monitoring and Evaluation  |
| MOF      | Ministry of Finance, Economic Development and Investment           |
| MOHW     | Ministry of Health and Wellness                                    |
| NCC      | National Coordinating Committee                                    |
| NVSF     | National Vaccine Storage Facility                                  |
| OVDDM    | Operational and Vaccine Delivery and Distribution Manual           |
| PAD      | Project Appraisal Document   |
| PAHO     | Pan American Health Organization                                   |
| PDO      | Project Development Objective                                      |
| PPPMU    | Policy Planning and Project Management Unit                        |



|      |   |
|------|---|
| RFB  | Request for Bids                                |
| RFP  | Request for Proposals                           |
| RFQ  | Request for Quotations                          |
| SEP  | Stakeholder Engagement Plan                     |
| STEP | Systematic Tracking of Exchanges in Procurement |
| TOR  | Terms of Reference                              |
| UN   | United Nations                                  |
| WHO  | World Health Organization                       |

## 2. INTRODUCTION

### *Strategic Context*

In December 2019, in the city of Wuhan, Hubei Province, China, an epidemic outbreak of the new coronavirus disease (COVID-19) occurred, with cases rapidly spreading to countries on five continents. In this context, the World Health Organization (WHO) declared a Public Health Emergency of International Concern (on 30 January 2020) and then a COVID-19 Pandemic (on 11 March 2020). WHO recommended that countries: (a) activate and expand emergency response mechanisms, (b) communicate to people the risks and how to protect themselves, and (c) find, isolate, test and treat each case of COVID-19 and trace the people with whom they were in contact.

On 11 March 2020, WHO characterized COVID-19 disease, caused by the respiratory tract infecting virus, novel human Coronavirus or 2, Severe Acute Respiratory Syndrome Coronavirus 2/SARS-CoV-2, as a pandemic. This is the first non-influenza pandemic to affect the world. It has shifted the way people live and work, e.g. with countries placing their populace on lockdown and confinement. As the outbreaks are controlled and restrictions are eased, new clusters and community spread increased, and restrictions are reemphasized.

COVID-19 can lead to severe disease, especially among the elderly, those with a weakened immune system, or people who have latent chronic medical conditions, such as cancer, diabetes, hypertension, cardiovascular disease, chronic kidney disease, women during pregnancy or puerperium. Healthcare workers are also subject to significant risk due to their direct exposure to the virus as primary caregivers for COVID-19 patients.

### *Country Context*

Belize is a small country that is highly vulnerable to external economic shocks and climate change. With an estimated 380,617 inhabitants, Belize has the smallest population among Central American countries. The country is multi-ethnic, with Mestizos/Hispanics forming the most populous group (48 percent), followed by Creoles (26 percent), Mayas (10 percent), and Garifuna (7 percent). As a small economy primarily reliant on tourism, the exportation of agricultural products, and an energy sector dependent on oil imports, Belize is highly vulnerable to fluctuations in international commodity and energy prices and external economic shocks. Due to its dependence on agriculture and low-lying coastline where half the population resides, climate change poses a major economic and social risk to the country, as hurricanes, flooding, droughts, sea level rise, coastal erosion and coral bleaching increase in frequency and intensity.

The first case of COVID-19 was diagnosed in Belize on the 23 March 2020. Since then, the cumulative number of cases and deaths up to 23 May 2022 was 58,617 and 677, respectively. As of 23 May 2022, the mortality rate is 1.58/1000, and the morbidity rate is 136.26/1000 inhabitants. The adjusted mortality rate disaggregated by vaccination status show 1.99 in individuals with complete primary series and 48.42 in unvaccinated

individuals. In Belize, an unvaccinated person is 24 times more likely to die compared to a completely vaccinated person. Whilst the public health measures have been lifted, the Government of Belize (GOB) continue to encourage the use of face mask, hand washing, and physical distancing as a way to prevent transmission of the virus. Belize has in-country capacity to conduct viral sequencing. The Severe Acute Respiratory Syndrome Coronavirus 2 strains identified in Belize are the alpha, gamma, delta, omicron and the BA.2 (currently circulating).

The GOB continues its efforts through the Ministry of Health Wellness (MOHW) to promote and make vaccines available to all eligible individuals. The COVID-19 vaccination campaign was launched on 1 March 2021. The vaccination coverage up to January 2023 was 51% of the total population or 501,596 doses of the COVID-19 vaccines plus 50,000 boosters doses have been administered. The vaccines administered in Belize are AstraZeneca, Pfizer, Sinopharm and Janssen. The vaccines are administered free of charge. The vaccination sites are the health facilities (public and private) and selected public venues (e.g. City Centers). The fixed vaccination sites are open to the public from 8 am to 3 pm. Outside of the health facilities, the vaccines are offered during the weekend, at the workplace, nursing homes, at the home for individuals who cannot reach the vaccination site e.g. bed ridden individuals in both urban and rural communities.

#### *Sectoral and Institutional Context*

Although life expectancy in Belize has increased over the past decade from 71.5 years to 74.6 years, mainly driven by reductions in infant mortality, there has been a rapid increase of non-communicable disease that puts a large share of the population at risk of severe COVID-19 illness and death. Diabetes is of particular concern at 16.5 percent of the population, Belize has the highest prevalence in North America and the Caribbean and about half of females die from diabetes-related causes.

#### *Healthcare in Belize primarily funded by GOB*

The public sector in Belize primarily provides and funds healthcare facilities in Belize, mainly funded through general taxes. As of 2018, current health spending in Belize amounted to US\$286 (PPP\$506) per capita, equivalent to about 5.7 percent of GDP.

The public care provision of health services is decentralized across four regions (Northern, Western, Central, and South). The NHIS is operated by the Social Security Board and contracts private and public outpatient care providers, reimbursing them through a mix of capitation and performance-based payments. The health financing mix has been stable over the past decade: as of 2018, 61 percent of current health spending came from general revenue, 8 percent from NHIS contributions, 8 percent from private health insurance, and 23 percent from household out-of-pocket spending. The out-of-pocket share is similar to that of Costa Rica (22 percent) that has the lowest share among Central American countries.

### *Universal access to essential public care*

There is universal access to essential public care, but quality gaps limit effective coverage. All Belize residents, including undocumented immigrants, are entitled to essential public healthcare for only nominal fees, which are waived for the poor. Long wait times for more specialized services, lacking medical equipment, frequent drug stockouts, a small and inequitably distributed health workforce, poor protocol adherence, and insufficient integration across the different levels of care undermine effective coverage. With a score of 52 of 100 in the Institute for Health Metrics and Evaluation's Effective Coverage Index, Belize ranked second to last in Central America and 122<sup>nd</sup> out of 204 countries globally. With the added fiscal pressure imposed by the COVID-19 pandemic, Belize is unlikely to make substantive investments to address its effective coverage gaps in the near to mid-term.

### *Belize's ranking in detecting and responding to infectious disease outbreaks*

International health emergency preparedness assessments rank Belize poorly in its capacity to prevent, detect and respond to infectious disease outbreaks, which are also expected to increase in frequency due to climate change. With an overall self-assessed capacity of 48 percent (2020) in the International Health Regulation Capacity Progress report, Belize's ability to prevent, detect and respond to infectious diseases is substantively below the regional and global averages of 72 percent and 65 percent, respectively. The 2019 Global Health Security Index also suggests that Belize compares poorly with other countries in the region, with an index score of 31.8 out of 100, ranking 23<sup>rd</sup> among 31 Latin American and Caribbean countries and 135 out of 195 countries worldwide. The country ranks especially poorly in its rapid response capacity to epidemics (155<sup>th</sup>) and the sufficiency and robustness of its health system to treat the sick and protect health workers (163<sup>rd</sup>).

### *Robust immunization program*

Notwithstanding the gaps revealed in the health emergency preparedness assessment, Belize has a robust immunization program. Belize ranks favorably in the Global Health Security Index regarding its immunization capacity (92.1/100 points) and has successfully introduced vaccines against 12 communicable diseases in the routine vaccination schedule. High child immunization rates reflect this success: according to administrative data from 2018, 96 percent or more of children had received the Bacille Calmette-Guerin (BCG), polio, Diphtheria and Tetanus Toxoids/Acellular Pertussis Vaccine (DTP), and measles, mumps, and rubella (MMR) vaccines, respectively. Routine immunization rates have dropped during the COVID-19 pandemic, see **Table 1 Immunization Coverage For Children Under One Year** below which reflect changes.

*Table 1 Immunization Coverage For Children Under One Year*

| <b>Vaccines</b> | <b>2015</b> | <b>2016</b> | <b>2017</b> | <b>2018</b> | <b>2019</b> | <b>2020</b> | <b>2021</b> |
|-----------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| BCG             | 98          | 94.5        | 90.2        | 97          | 95          | 75.9        | 83.7        |
| DPT 3rd dose    | 94          | 95.3        | 87.9        | 96          | 98          | 78.8        | 83.4        |
| OPV 3rd dose    | 94          | 95.3        | 87.9        | 96          | 98          | 78.8        | 83.4        |
| MMR 1           | 96          | 95.0        | 89.8        | 97          | 96          | 82          | 79.4        |
| MMR 2           | 96          | 96.3        | 89.3        | 91          | 95          | 87          | 76.5        |
| Hepb 3rd dose   | 94          | 95.3        | 87.9        | 96          | 98          | 78.8        | 83.4        |

*Source: JRF Reports, Belize Health Information Systems, 2022*

*Vulnerability to climate change*

Belize’s vulnerability to climate change can have significant impacts on the population’s health. According to the Climate & Disaster Risk Screening conducted for this Project, Belize is expected to endure more frequent rainfall with increased intensity, more frequent heat waves and droughts, and rising sea levels as predicted for the rest of the Caribbean consistent with the projected global median. Observed and anticipated climate change impacts are expected to cause an increase in the transmission of communicable diseases such as malaria, cholera, leishmaniasis, tuberculosis, and dengue. A large proportion of Belize’s vulnerable population is elderly and poor. Noting their low adaptive capacity, these groups are at the highest risk of both climate change impacts and COVID-19. Natural disasters disproportionately affect vulnerable groups and can damage health care facilities and supply chains, including vaccines, sometimes disabling them completely when their services are most required. Several hurricanes and tropical storms have impacted Belize in recent years, damaging infrastructure and affecting transportation and energy systems.

*Investments in the health sector*

Belize is currently implementing investments to strengthen the health sector’s resilience, but a sustained effort is needed. Belize is strengthening the infrastructure resilience of several hospitals such as the Punta Gorda and Corozal Community Hospitals. The health system needs to be prepared to tackle a higher prevalence of vector and water-borne diseases and respond to heatwaves and droughts, which can cause a high morbidity and mortality among the population. Surveillance and data reporting systems should be strengthened to ensure early warning of these events, and the health service delivery model needs to be able to reach those in remote and underserved areas, which are often at higher risk due to climate change. The Project will support such adaptation measures to be deployed widely and swiftly and strengthen the health system’s preparedness to cope with future emergencies to avoid Belize suffering directly or indirectly from the consequences of climate change coupled with the impacts from the COVID-19 pandemic.

### *Mitigation of Challenges*

Although project activities will be carried out against a backdrop of suboptimal vaccine acceptance and uptake in certain pockets of Belize, stakeholder engagement has been a central feature of the country's vaccination campaign to date. The current Vaccine Introduction Plan is backed up by the implementation of communication strategies. The MOHW has consistently promoted vaccines using multiple media (e.g. phone, text, billboards, radio and television), and is expected to continue playing a central role in consultations going forward. Concrete actions taken to engage and consult with indigenous peoples and other vulnerable groups, as a subset of all those eligible for vaccination, have included dialoguing with both national indigenous people organizations and traditional authorities on the ground, to review and agree on strategies to mitigate the lack of information (or circulation of misinformation) within those communities. The Stakeholder Engagement Plan (SEP) (**Annex 30. BCERP Draft Stakeholder Engagement Plan See Annex 0**) with its Grievance Redress Mechanism (GRM) developed for the Project and adopted by MOHW takes account of these and related efforts in outlining a systematic approach to stakeholder engagement during Project implementation.

The SEP includes good practices for engaging Indigenous People's outlining principles and practices that ensure full uptake of Project benefits by Indigenous Peoples. An Environmental and Social Management Framework (ESMF) has been prepared which includes actions keeping in line national and WHO standards as well as the World Bank's (Bank) Environmental Health and Safety General and Specific Guidelines. The ESMF includes Labor Management Procedures (LMP) detailing the rights and protections for project workers, as well as a labor grievance mechanism. In addition, the Project has an Environmental and Social Commitment Plan (ESCP) which covers all measures and actions needed to ensure compliance with the Environmental and Social Framework and the Project's Environmental and Social (E&S) instruments as well as implementation details, monitoring and reporting activities.

### *Relevance of the Objectives*

The proposed Project is aligned with the World Bank Group's decision to support countries to respond to the global COVID-19 pandemic. In March 2020, the Executive Directors expressed broad support for the World Bank Group to take urgent action to support global public goods by helping client countries respond to the outbreak and prevent and reduce contagion and loss of life. It is important to mention that the Project was defined in a context of maximum national urgency in which the necessary supplies and equipment to face the COVID-19 pandemic were lacking. Based on advances in the country's response for the provision of health services, the prioritized needs to be financed may have to be updated, so that the optimization in the use of the financing agreement resources leads to the interventions that need financing.

### 3. Description of the OVDDM

#### *Overall Presentation*

The Operational and Vaccine Delivery and Distribution Manual (OVDDM) for the Belize COVID-19 Response Project (Project) encapsulates the policies, procedures and requirements of funders and regulatory authorities, including the International Bank for Reconstruction and Development (Bank) and GOB in one document for ease of reference.

#### *Purpose of the OVDDM*

The purpose of the OVDDM is to provide guidance about the project key goals and objectives, implementation arrangements, procurement arrangements, financial management arrangements, E&S framework and standards, and the monitoring and evaluation (M&E) system to the Project Implementing Entities, the MOHW, the PPPMU and other key stakeholders responsible for the timely implementation of the Belize COVID-19 Response Project.

As such, the OVDDM's emphasis is on the operational aspects of the Project, and it is expected that the PPPMU will implement the activities according to the OVDDM throughout Project implementation. Therefore, the aim is to make it readable and user friendly.

The OVDDM draws from a number of publicly available resources and documents, both local and international. The OVDDM makes no claim to originality and draws heavily from other sources relevant to the Project. In particular, the Manual draws substantially from documents that govern Project Implementation, including:

- Signed Financing Agreement
- Negotiated Project Appraisal Document (PAD), including the Results Framework
- World Bank relevant fiduciary procedures on Procurement and Financial Management
- Environmental and Social Management Framework (ESMF)
- Environmental and Social Commitment Plan (ESCP)
- Stakeholder Engagement Plan (SEP) along with the Grievance Redress Mechanism (GRM)
- Belize's Vaccine Introduction Plan
- Belize's Plan for the Introduction of COVID-19 Vaccine for Children 5-11 years old
- GOB laws and procedures
- 
- Procurement Plan
- Annual Execution Plan approved by the World Bank

## *OVDDM Structure*

The OVDDM is divided into ten chapters covering the implementation processes of the different interventions and activities of the Project in which multiple stakeholders participate, their responsibilities, and the implementation mechanisms and process flows for optimal operational and decision making.

**Chapter I – *Introduction*** provides further information on the country context, and sectoral and institutional context.

**Chapter II – *Description of the OVDDM*** provides the purpose of the OVDDM and procedures for updating.

**Chapter III – *Project Description*** provides background information on the Project, Project objectives and beneficiaries.

**Chapter IV – *Organizational and Operations Structure of the Project*** provides background information on the Project's institutional and implementation arrangements, and oversight.

**Chapter V – *Project Results Framework*** provides information on the Project Development Objective (PDO) Indicators and Intermediate Results Indicators.

**Chapter VI – *Environmental and Social Management*** draws attention to environmental and social requirements of the Project.

**Chapter VII – *Financial Management Arrangements*** outlines the accounting and financial management and auditing requirements, and discusses the general disbursement procedures incorporating requirements of funders.

**Chapter VIII – *Procurement Arrangements*** highlights general procurement procedures incorporating requirements of funders.

**Chapter IX – *Monitoring, follow up and Evaluation*** describes the Project's mechanisms and tools for Project monitoring and follow up.

**Chapter X – *Procedures for Vaccine Delivery and Deployment*** provides guidance regarding the Vaccine Delivery and Deployment Plan.

## *Annexes*



## *Users*

The users of this OVDDM are all instances or persons that participate directly or indirectly in the management, execution, financing, supervision, evaluation and administration of the Project.

## *Procedures for updating the OVDDM*

By its nature, the OVDDM is an evolving document that should be updated in a timely fashion to incorporate modifications needed to ensure smooth and effective implementation of project activities. The Bank's written agreement should be obtained prior to making modifications to the OVDDM. Non-objection requests should be submitted to the Bank's Task Team Lead.

The PPPMU is responsible for administering and managing the OVDDM with oversight from the MOHW. The PPPMU team may also recommend to the Project Manager changes to the provisions of the OVDDM which it considers appropriate based on amendments to the various funder's policies, procedures and processes.

The PPPMU is the body responsible for administering and updating the different sections, annexes and forms of the OVDDM and therefore for disseminating the modifications. However, for each update of this OVDDM it will be necessary to have the non-objection of the Bank in writing to formalize these changes.

The OVDDM will be electronically available to the MOHW for use in making future revisions and updates.

## 4. PROJECT DESCRIPTION

### *Project Development Objective*

The PDO is to support the GOB in the acquisition and deployment of Project COVID-19 vaccines.<sup>1</sup>

### *Project Components*

The Project has two components:

#### *Component 1: COVID-19 Response (US\$ 5.8 million)*

The support for vaccines will be financed as part of the containment and mitigation measures to prevent the spread of COVID-19 and deaths and to strengthen the ability of the health system to respond to future health emergencies.

Belize has been purchasing COVID-19 vaccines from the COVAX and AVAT facilities. Vaccine purchase and deployment activities carried out under this component will be guided by the Belize COVID-19 VDDM. Given the expected impacts of climate change and the country's high vulnerability, the Project will contribute to climate resilience and mitigation measures through vaccine deployment to increase the resilience of the health system and vulnerable populations. This component will support the Belize COVID-19 response through two subcomponents as follows:

- Subcomponent 1.1: Vaccine purchase (US\$ 3.9 million)

This subcomponent will support the procurement of vaccines from the COVAX and AVAT facilities. Other sources to be determined may be included.

- Subcomponent 1.2: Vaccine deployment (US\$ 1.9 million)

Envisioned support under this subcomponent includes vaccine deployment and supporting the health system emergency response capacity:

- a) procurement of ancillary supply kits that may include personal protective equipment for vaccinators, syringes, and other medical supplies.
- b) scale up the outreach program (e.g., by supporting human resources, procurement of vehicles and operating costs) to strengthen the emergency response and provide critical health services – starting with COVID-19 vaccines – to everyone, with a focus on specific target groups such as poor people living in rural and urban areas, people with vaccine hesitancy and lower

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<sup>1</sup> COVID-19 vaccines that meet the World Bank Vaccine Approval Criteria. See Annex 1 in the Project Appraisal Document (**Annex 13. Project Appraisal Document See Annex0**).

uptake for essential health services, women and girls, persons with disabilities, indigenous population groups, and populations groups vulnerable to climate change. Such strengthened outreach program will also ensure the continued delivery of essential and emergency services to these populations during climate-induced disasters, such as hurricanes, flooding and others;

- c) capacity building of human resources to: (i) strengthen infection prevention control and waste management practices and updating their Health Care Waste Management Plan, (ii) increase climate awareness and resilience, and (iii) increased awareness and knowledge about gender-based violence and better equip male and female frontline workers with leadership and self-care skills;
- d) strengthen the BHIS through digitizing data reporting systems in hard-to-reach areas (e.g. through support of human resources and the procurement of IT equipment that will consider energy savings and resource-use efficiency measures, contributing to environmentally and climate-smart processes instead of current systems which are heavily reliant on paper records) to monitor vaccines uptake and use of other services provided through mobile clinics. Such system will strengthen early warning systems for disease outbreaks in the future, including climate-induced incidents;
- e) the development of contingency plans to maintain vaccination campaigns during climate shocks.
- f) supporting the COVID-19 immunization campaign and the development and distribution of risk communication products for COVID-19 vaccination, including communication on the risks related to climate shocks and respectful attitudes towards male and female health workers, with special attention to the specific needs of women and men, and disadvantaged population groups (e.g., urban poor, indigenous people);
- g) ensuring adequate and climate and environmentally friendly medical waste management.
- h) support analytic activities for evidence-based decision making, including a knowledge, attitudes and practices survey around COVID-19 vaccination which will provide critical information to the MOHW on possible interventions to increase uptake of public health services in case of future epidemics and natural disasters, and
- i) support the procurement of medical equipment to strengthen COVID-19 case management; such equipment will consider energy savings and resource-use efficiency measures.

### Project Restructuring

Due to the evolution of the COVID-19 pandemic and changes in the demand and supply of vaccines (including donations), needs for COVID-19 vaccine procurement under the current project have been met. Under the original design, planned financing of COVID-19 vaccines makes up approximately 67 percent of funds under Component 1. However, the MOHW does not envision additional need to finance COVID-19 vaccines moving forward. Changes in the need for COVID-19 vaccines procurement are driven by: (a) changes in the epidemiological profile of the disease, (b) lower demand for COVID-19 vaccines than initially expected due to lower than expected vaccine demand; (c) continuous availability of COVID-19 vaccine donations; and (d) the reimbursement of COVID-19 vaccine contracts by an alternative financing partner which freed up US\$ 2,337,823 million in funds under this Project. Instead, the construction of a central medical storage facility was highlighted as a priority for the MOHW to adequately manage its stock of drugs and medical supplies, with a particular focus on vaccines, and to ensure a rapid response in the case of a future disease outbreaks. In particular, the new facility will provide the ultra-low temperature (ULT) (-90°C to -60°C) storage capacity that is essential for up to 18 months storage of mRNA vaccines for children and adults.<sup>2</sup> Lack of ULT storage capacity represented a major obstacle to the country's initial pandemic response. Currently, the MOHW rents three storage units in the capital city of Belmopan which do not meet international quality standards for vaccines storage and are prone to floodings and other climate related impacts. In this context, on May 23, 2023, the Bank received a request from Ministry of Finance to restructure the Project by reallocating a portion of the funds planned for vaccine procurement towards other COVID-19 response activities (Sub-component 1.2), namely the construction of a central medical storage facility. The restructuring also extends the loan's current closing date by an additional 20 months, from April 30, 2024, to December 30, 2025, to allow adequate time to successfully complete all project activities.

#### *Component 2: Project management and monitoring (US\$ 0.4 million)*

This component will finance the required project management activities and administrative and human resources to manage the Project. The main activities will be carried out by the MOHW's PPPMU and working closely with the Maternal and Child Health and Expanded Programme on Immunization (EPI) teams and will include: (i) financial management, procurement, environmental and social requirements, and due diligence; and (ii) monitoring and evaluating the Project. These costs include additional staffing and training of the PPPMU, technical consultants, and other operating costs. These activities will be carried out per the Bank's guidelines and procedures.

### *Project Beneficiaries*

The Project will benefit the entire population of Belize and beyond. The direct Project beneficiaries will be the 237,222 Belize inhabitants whose primary vaccination against COVID-19 will be financed by the Financing Agreement, namely 169,722 persons aged 12 years and over, and 67,500 children aged 5-11. However, as indicated above, it is expected that the entire population of Belize will benefit from the project as COVID-19 vaccination is needed to achieve herd immunity in Belize and beyond, thus contributing to the country's economic recovery. In addition, investments in health system strengthening such as strengthening the outreach program are expected to benefit the younger children who are now eligible to be vaccinated. See table below showing target population.

Beneficiaries can be grouped into three core categories: affected parties, other interested parties and vulnerable groups. *Affected parties* include frontline healthcare workers, Government agencies and ministries, indigenous peoples and the general public. *Other interested parties* include parties other than the directly affected communities, including academia, external partners such as the Pan American Health Organization (PAHO) and the WHO, and the private sector (Belize Chamber of Commerce, Belize Tourism Industry Association, Belize Tourism Board, private health facilities, and the media. *Vulnerable groups* include those persons who may be disproportionately impacted or further disadvantaged by the Project who may require special engagement efforts to ensure representation.

### *Project Costs*

The Bank and GOB signed a Financing Agreement in the amount of US \$6,200,000. **Table 2 Project Costs** shows a breakdown of the allocated budget to the Project components (described hereafter) as per Financing Agreement:

**Table 2 Project Costs**

| <b>Project Costs</b>                                  |                        |
|---|------------------------|
| <b>Component 1: COVID-19 Response</b>                 | 5,800,000              |
| Subcomponent 1.1: Vaccine purchase                    | 1,600,000              |
| Subcomponent 1.2: Vaccine deployment                  | 4,200,000              |
| <b>Component 2: Project Management and Monitoring</b> | 400,000                |
| <b>Total cost of the Project</b>                      | <b>US \$ 6,200,000</b> |

### *Description of changes*

**Reallocation of funds between the financing categories:** the proposed restructuring would reallocate US\$ 2,337,823 from Category 1 to Category 2. This amount accounts for an additional expected retroactive financing under Category 1 which has been approved to

extend the retroactive financing period from 12 to 14 months. This was for a down payment made in early-2020 to secure timely access to COVID-19 vaccines. Furthermore, this amount also leaves an additional buffer in the amount of US \$150,000 for any unexpected need to purchase COVID-19 vaccines.

**Table 2 Project Cost Restructured**

| Disbursement Categories  | Current Allocation (\$ US M) | Proposed Allocation (\$ US M) | Final Allocation (\$ US M) |
|--|------------------------------|-------------------------------|----------------------------|
| Category 1 (Goods as part of 1a – Vaccines)  | 3,884,500                    | 1,546,677                     | 1,546,677                  |
| Category 2 (Goods, non_consulting services, and consulting services, Training and Operating Costs for the Project (except Part 1(a)) | 2,300,000                    | 4,637,823                     | 4,637,823                  |
| Front End Fee  |                              | 15,500                        |                            |
| <b>Total</b>   | <b>\$6.2M</b>                | <b>\$6.2M</b>                 | <b>\$6.2M</b>              |

**Modification to the scope of Component 1.** The construction of a central medical storage facility will facilitate the MOHW’s adequate management of stocks of drugs and medical supplies. In particular, the new facility will provide the ultra-low temperature (ULT) (-90°C to -60°C) storage capacity that is essential for up to 18 months storage of mRNA vaccines for children and adults. 3 Lack of ULT storage capacity represented a major obstacle to the country’s initial pandemic response. The MOHW has confirmed that the estimated cost of the storage facility falls within the range of the existing funds under Component 1 and if needed, the Ministry is committed to co-finance any additional costs which go beyond the allocated commitment amount. The World Bank Project environmental specialist conducted a site visit in May 2023 on the prospective site of the medical storage facility. The site sits on 20 acres of Government-owned land and is situated in a rural area. A portion of the site houses a facility/building for rehabilitation of the mentally challenged people and the area designated for the medical storage facility has secondary growth vegetation. During the site visit, it was noted that the medical storage facility would not require the entire available land space. Currently, there are plans to build a school on the adjacent property. As a result, outreach activities to the neighboring communities will be carried out before the construction begins to sensitize the communities of potential impacts on community health and safety both during and post construction such as due to noise, increased traffic, and others; especially if a school is to be built in future. The Government has already prepared drawings of the construction site previously and are in essence shovel ready with this Restructuring. The Map of the site and Sketches of the Structure are attached in Annex 6.

## 5. ORGANIZATIONAL AND OPERATIONAL STRUCTURE OF THE PROJECT

### *Institutional Arrangements*

The MOHW is the implementing agency for the Project and will have overall responsibility for Project implementation, including fiduciary, M&E, and environmental and social risk management. The MOHW is the national authority responsible for Belize's health care system based upon the principles of equity, affordability, accessibility, quality and sustainability. See **Figure 1. MOHW Organizational Structure**, designed by key functional areas further below.

The Minister, head of the MOHW, provides high-level coordination and oversight for Belize's COVID-19 response activities. The Minister of Health is supported by a Chief Executive Officer (CEO). The Minister is the highest level of political support for the execution of the Project, and will have the following functions with respect to the Project:

- To give the general guidelines and strategies for the execution of the Project in full correspondence with health policies.
- The Office will periodically monitor the progress of the execution of the Project and of the procurement and contracting processes for goods and services, through the reports submitted by PPPMU, when requested.
- Instruct the agencies responsible for the execution of the components, subcomponents and activities of the Project to coordinate with PPPMU for the preparation of the annual operational plans.
- Promote coordination initiatives between the Ministry, other institutions of the Health Sector and other related sectors.
- Authorize or designate the authorized signature on the "Purchase Request" to initiate procurement processes for the contracting of works, goods and services approved by the Bank in the procurement plan and that are necessary for the execution of the Project's interventions.
- Approve awards and sign contracts for the procurement of goods, works and services, as appropriate.
- Approve the awards of Bids for the procurement of Works as approved by the World Bank.
- Authorize or designate authorized persons to make disbursement requests to the Bank in conjunction with the Ministry of Finance, Economic Development and Investment (MOF).
- Authorize or designate authorized persons to make payments from the proceeds of the financing agreement and to maintain adequate financial management for the project, in FM in conjunction with the Ministry of Finance, Economic Development and Investment (MOF).
- Ensuring that the MOHW and the implementing arm of the project are operating in an environment that is in compliance with proper financial systems and controls

- The head of the MOHW has the authority to delegate, as appropriate, the signing of “purchase requisitions” for procurement processes of any amount and by any method of purchase.
- Address communications to the Bank regarding legal issues related to the Financing Agreement, through the Ministry of Finance and the Attorney General.

The role of the CEO includes:

- Acting as a direct communication link with the Bank on behalf of the MOHW.
- Authorize purchase requests by the PPPMU to the requesting units for the initiation of procurement processes for the contracting of works, consultancies and acquisitions of goods and services necessary for the execution of the Project, in its areas of competence.
- Authorize the request and evaluation of tenders and the Management of Contractors.
- Instruct the entities directly under its competence to prioritize actions and activities for an efficient execution of the Project, as well as for the achievement of indicators and the results matrix, recommending the adoption of corrective measures if necessary.
- Periodically monitor progress in the implementation of the Project and related processes related to investments, as well as in the achievement of Project indicators, recommending the adoption of corrective measures if necessary.

Three directors report directly to the CEO, namely: Director Hospital Services and Allied Health, Director Public Health and Wellness, Director International Health Cooperation. A brief description of each is provided hereafter:

### ***Director Hospital Services and Allied Health***

The Director of Hospital Services and Allied Health oversees all hospital services offered at Community and Regional Hospitals. The Director also oversees pharmaceutical, imaging and laboratory services. Below are his/her essential functions:

- Upholds regulations, established hospital and sector policies and procedures, objectives, and health standards.
- Ensures that all levels of employees comply with existing laws, regulations, standards, policies and procedures set out by the Ministry of Health and Wellness.
- Oversees hospitals in the development of their annual plans, monitor, measures supervise and evaluate the implementation of the hospital plans in line with the national strategic plans
- Oversees hospitals in the development and management of the fiscal budget and finances relating to the operation of the hospitals.
- Ensure that the hospital services are delivered in an efficient and customer-oriented focus.



- Ensure at local level the functioning of the district health services team (primary care and hospitals)
- Oversees the administration of the community and regional hospitals.
- Collaborate with academia in hospital settings e.g. scholarships, internship, medical school, nursing school and health allied professions
- Ensures the development and implementation of mechanisms to increase the human resource productivity.
- Oversees the effective and efficient financial management and accounting for hospital services.
- Steers the implementation of the Continuous Quality Improvement Strategy developed and approved by the Ministry of Health and Wellness.
- Facilitates the empowerment of patients to actively participate in their recovery or maintaining good health
- Ensure that environmental standards are maintained in accordance with Public Health Laws.
- Ensures a mechanism is in place for proper management, supervision and preventive maintenance of medical equipment and infrastructure.
- Ensures that hospital response plans for natural and man-made disasters, mass casualty, fire, communicable disease outbreaks are developed and efficiently implemented and evaluated.
- Collaborates with stakeholders delivering private health care/services to ensure that Public Health Laws are complied with.
- Active participation in the tendering committee and tendering process
- Ensure the continuum of care of patients served using the electronic medical record within the BHIS

### ***Director Public Health and Wellness***

The Director of Public Health and Wellness oversees all Primary Health Care Services and Primary Care Providers. The Director ensures that primary health care services are being delivered with a focus on promotion and prevention and with the vision of achieving Universal Health Care. The director has the following functions:

- Oversight of the technical advisors and the management teams in the development and management of the fiscal budget and finances relating to the delivery of primary health care services.
- Ensure that the primary health care services are delivered in an efficient and customer-oriented focus.
- Ensure at local level the functioning of the district health services team (primary care and hospitals)

- Oversees the administration of the primary health care facilities.
- Develops succession planning for primary care level health professionals
- Collaborate with academia in primary care settings e.g. scholarships, internship, medical school, nursing school and health allied professions
- Ensures the development and implementation of mechanisms to increase the human resource productivity.
- Oversees the effective and efficient financial management and accounting for primary health care services.
- Ensures that a structured Orientation Program is in place for all new entrants to a primary care facility and ensures continuing in-service education program is developed and efficiently implemented.
- Conducts supervisory rounds with regional health management team to evaluate health services/care delivery in primary care facilities.
- Facilitates the empowerment of patients to actively participate in their recovery or maintaining good health
- Ensure that environmental standards are maintained in accordance with Public Health Laws.
- Ensures a mechanism is in place for proper management, supervision and preventive maintenance of medical equipment and infrastructure of the primary health network
- Ensures that the district response plans for natural and man-made disasters, mass casualty, fire, communicable disease outbreaks are developed and efficiently implemented and evaluated.
- Ensure the continuum of care of patients served through the use of the electronic medical record within the BHIS.

### ***Director International Health Cooperation***

The Director of International Health Cooperation is the main focal point for international health affairs, specifically with COMISCA. The director has the following functions:

- Keep track of the COMISCA activities and Belize's commitments
- Lead the Belize Pro Tempore Presidency as it relates to health
- Oversight of COMISCA activities, share relevant documents, and monitor the Belize participation in the COMISCA technical committees and commissions
- Oversee the compliance with COMISCA agreements and commitments
- Prepare the Minister of Health Reports for the COMISCA meeting
- Prepare COMISCA country reports
- Organize the Belize COMISCA meetings, Ministers of Health or technical committees or technical commissions or network meetings.

- Prepare metadata dictionary of COMISCA indicators and share with data producers and users.
- Assess the data management environment for these indicators and implement corrective measures for timely and accurate data to construct the indicators
- Prepare the COMISCA reports of the various Technical Committees or Commissions or Networks with inputs from focal points. This is done every six months.

The PPPMU is categorized as part of the MOHW’s Central Administration, which falls under the responsibility of the CEO. The PPPMU is the project management unit that is responsible for the execution of all donor funded development projects, reporting directly to the CEO and working closely with the three directors. The PPPMU managed previous internationally funded projects. See *Figure 2 PPPMU Organizational Structure*.

The PPMU under which the Engineering Unit (Assistant Engineer) falls, will collaborate with responsible contracting agencies and conduct site visit to ensure that construction is according to technical designs.

An Incident Management System will be set up at MOHW to ensure efficient coordination of activities with the following functions: (a) Health Operations and Technical Expertise – Surveillance, Laboratory, Case Management, Risk Communication, Vaccine Purchase and Deployment, amongst others; (b) Partner Coordination – Resource mobilization, including technical and financial; (c) Logistics and Supplies-Health Procurement and Inventory, Operational Support; (d) Planning and Information- Surveillance and Early Warning, M&E; and Administration and Finance - Human Resource, Financial Management. At the subnational level, similar structures are replicated.

#### *National Coordinating Committee*

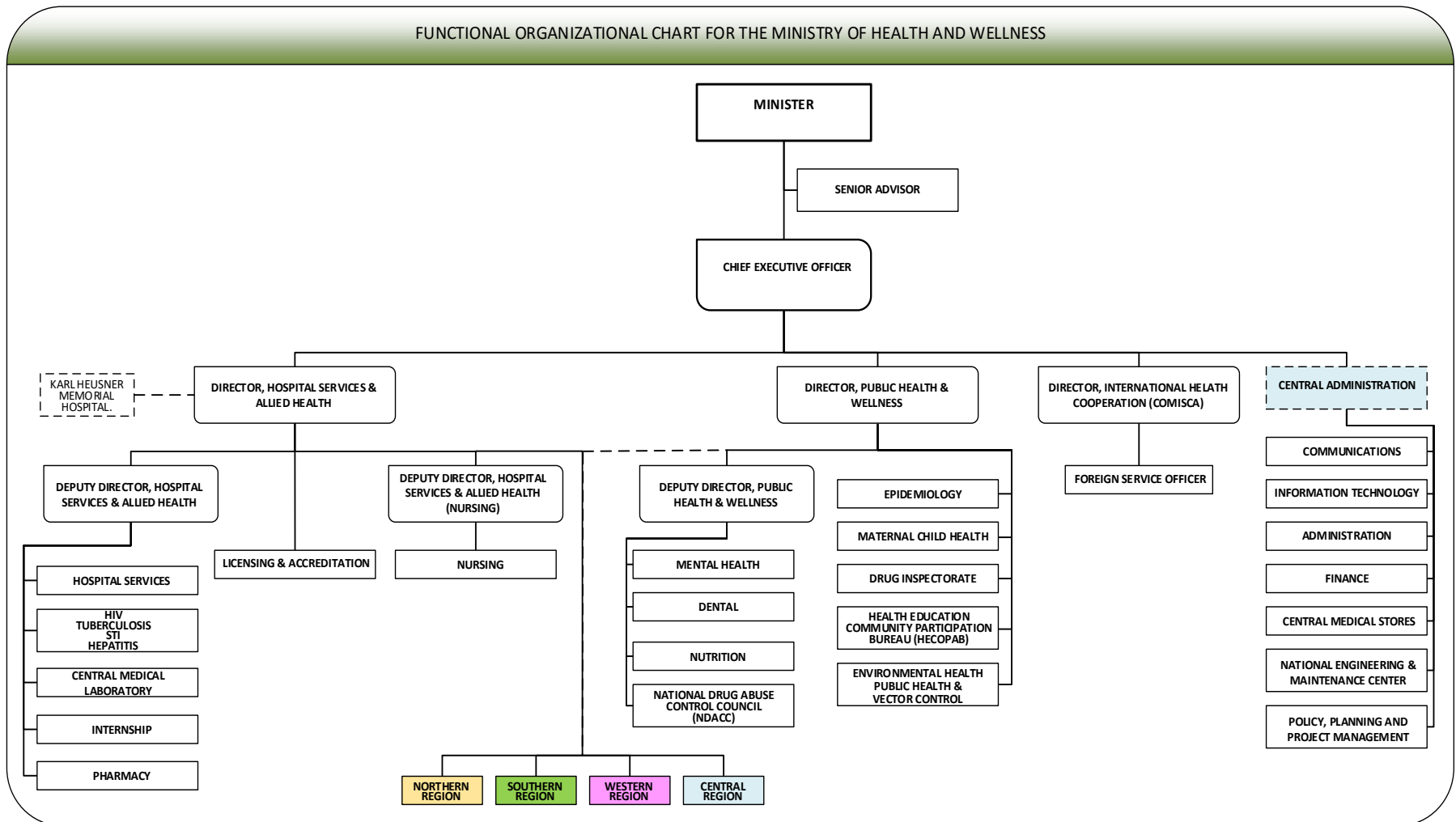
MOHW has established a NCC to provide oversight of the COVID-19 vaccine delivery and distribution. The NCC works closely with the National Immunization Technical Advisory Group and the National Technical Working Group. The NCC coordinates the national COVID response, disseminates recommendations to the NCC membership, and provides necessary support for implementation. (**Annex 12. TOR National Coordinating Committee Annex 12. TOR National Coordinating Committee**)

Membership of the NCC includes representatives from the MOHW; Ministry of Home Affairs and New Growth Industries; Ministry of Education, Culture, Science and Technology; Council of Churches; Mayor’s Association; National Association of Village Council; Belize Medical and Dental Association; National Council on Ageing; Belize Chamber of Commerce and Industry; Nurses Association of Belize; National Trade Union Congress of Belize; National Health Insurance/Social Security Board; and the Belize Cancer Society. The Chairperson of the NCC is the representative from the Council of Churches, and the proceedings of the NCC are recorded in minutes. A TOR has been developed for the NCC which details membership of the NCC and their respective duties and responsibilities; attached to this document. The NCC met once a week (every Monday)

during the pandemic and thereafter once a month as the cases became less; meetings at this time have been discontinued considering the epidemiological profile of COVID-19. The Minister of Health interacts with the NCC through the representative/s of the Ministry of Health and Wellness, mainly the MCH Technical Advisor and the Director of Public Health and Wellness, who are responsible for public health services, including immunization.

The Committee is currently chaired by the Representative from the Council of Churches, but chairmanship can be rotated based on the needs of the committee. The committee meets either face-to-face or virtually and initially held weekly meetings based on the urgency of the covid-19 situation. Meetings are now held as needed to respond to any technical issues related to the country's response to the country's covid-19 situation.

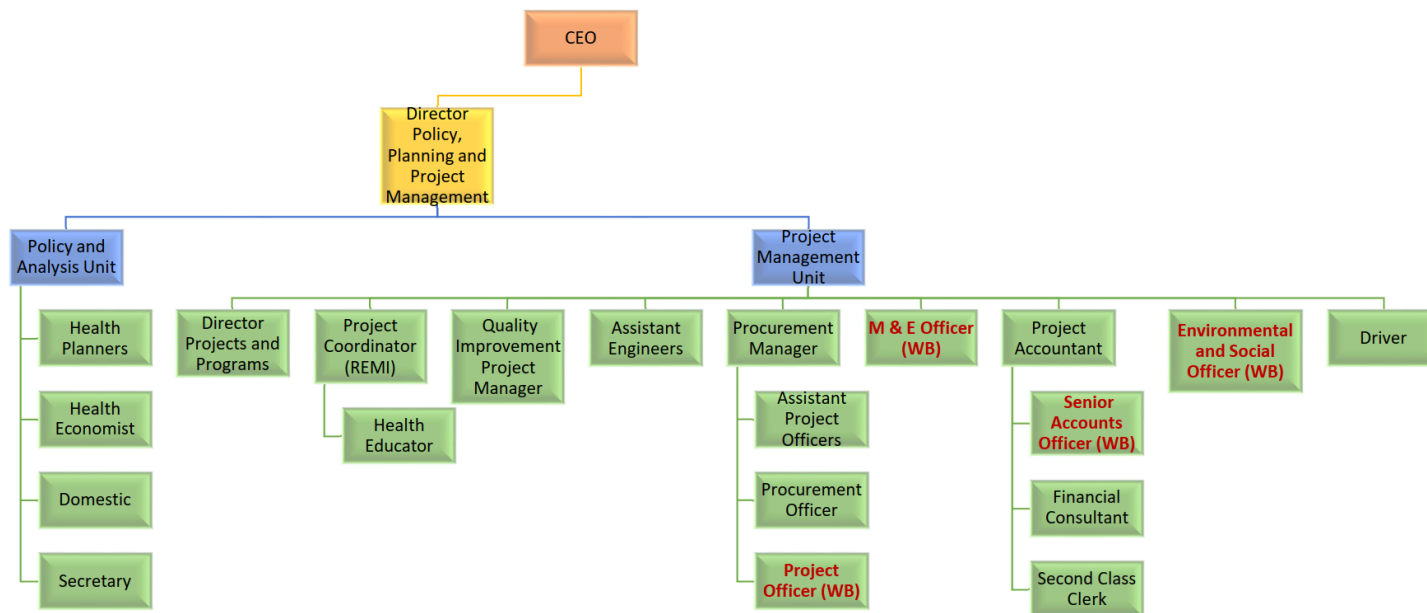
**Figure 1. MOHW Organizational Structure**



Source: MOHW

Figure 2 PPPMU Organizational Structure

**ORGANOGRAM – POLICY, PLANNING AND PROJECT MANAGEMENT UNIT**



Source: MOHW

### *Organization of the PPPMU*

The PPPMU provides technical support for the MOHW in policy, strategic planning, and sustainable financing scheme to strengthen its regulatory, and service delivery roles and functions. The PPPMU aims to strengthen the public health system through evidence-based policy and planning in health care issues while supporting a mechanism for sustainable health financing. The PPPMU will be responsible for tasks related to Project implementation arrangements, procurement arrangements, financial management arrangements, environmental and social framework and standards, and the M&E system.

The PPPMU within the MOHW will work collectively with the CEO, Director Hospital Services and Allied Health, Director Public Health and Wellness, Director International Health Cooperation, Technical Advisors and other key stakeholders in the MOHW, as well as with officials in the MOF and Customs Department to ensure successful implementation.

The PPPMU is collaborating closely with the Head of the Maternal and Child Health under the Director of Public Health and Wellness. The Maternal and Child Health unit is in charge of running all vaccination campaigns in the country, including the current one for COVID-19. The PPPMU is also coordinating with the National Immunization Technical Advisory Group and the National Technical Working Group, which also includes representatives of PAHO, to better ensure coordination among agencies contributing to the vaccination efforts and to review collectively progress with the vaccination rollout.

The PPMU will work collaboratively in the preparation of Bidding documents and the evaluation of Bids. In addition, the PPMU will collaborate with the Labor Department on the requirements of Labor, Occupational Health and safety and code of conduct of workers.

The PPMU will ensure the adequate management of Contractors and will include:

- a) Incorporation of the relevant aspects of the ESCP, including the site-specific E&S Guidance, pertinent aspects of the SEP and the LMP into ESHS specifications of the bidding documents for contractors and supervising firms. Thereafter ensure that the contractors and supervising firms comply with the ESHS specifications of their respective contracts.
- b) Require contractors to prepare, adopt and implement a Contractors Construction Environmental and Social Management Plan (CESMP) or include E&S provisions into the Contractors work Plan, detailing the methods to comply with the Project E&S instruments. Review and approve Contractors CESMPs, and any other Contractor plans.
- c) Develop and implement OCCUPATIONAL HEALTH AND SAFETY (OHS) MEASURES as part of the development and implementation of the site specific E&S Guidance in a manner acceptable to the Bank.

- d) Incorporate the OHS measures into bidding documents and contracts with consulting firms, contractors and supervision firms.
- e) Ensure that the OHS measures specified are implemented for each work site/activity.
- f) Establish provisions in the bidding documents to include a Code of Conduct to be signed by all workers, including contractors and subcontractors. The Code of Conduct must be based on the format contained in the ESMF/LMP and shall address, among other issues, the risk of Sexual Exploitation and Abuse (SEA) and Sexual Harassment (SH) in the workplace.
- g) Develop and implement waste management measures, as part of the site-specific E&S Guidance.
- h) Require contractors to include waste management measures as part of the CESMPs/ to comply with the ESMPs.
- i) Training to be provided to Project contractors/workers

The governance structure for the Project will draw on specific roles and accountability practices within the MOHW'S PPPMU. The Director of the PPPMU is responsible for both the Project Management and Policy and Planning Units.

The PPPMU staff involved in the execution of the Project include:

- Director of PPPMU
- Project Manager/Coordinator
- Project Officer (to be hired under the Project)
- Project Accountant (Financial Specialist)
- Health Planner
- Procurement Manager
- Procurement Officer
- M&E Officer (to be hired under the Project),
- Environmental and Social Officer (to be hired under the Project),
- Senior Accounts Officer (to be hired under the Project),
- Internal Auditor
- Driver

Some of the PPPMU team members will be paid directly by the MOHW (non-project financing), including: Director of PPPMU, Project Manager, Project Accountant (Financial Specialist), Health Planner, Procurement Manager and Procurement Officer. Bank financing will cover salaries for a Project Officer, M&E Officer, Environmental and Social Officer, and Senior Accounts Officer.



The Bank will review terms of references (TOR) and provide no objections for the contracting. Recruitment of additional staff has to occur within 60 days after Effectiveness Date.

The PPPMU's organizational structure is presented above in **Figure 2 PPPMU Organizational Structure**.

#### *General Functions of the PPPMU*

The staff of the PPPMU will carry out the management of the Project under principles of efficiency and timeliness in the execution of processes, ensuring compliance with the policies and regulations established in the Financing Agreement and in this OVDDM.

Ensure adequate planning and execution of the procurement processes of goods and services of the Project, ensuring efficiency in the use of financing agreement resources and compliance with the World Bank Environmental and Social Framework.

Monitor the progress of the Project and the degree of compliance with objectives, results and activities.

Collaborate with the Bank in the planning, monitoring and financial management of the project.

Prepare and ensure the preparation of mandatory technical and financial reports for project monitoring and submit them to the corresponding authorities (MOHW, MOF, Bank) as appropriate.

Prepare executive progress reports of the Project and send them, as stipulated in the contract, to the MOHW, MOF, the Bank and other key Project stakeholders upon request, to facilitate communication and decision making.

Control the physical and financial execution and compliance with the E&S requirements applicable to the project, making timely use of the availabilities generated by savings in different processes.

Support periodic monitoring and quality control of contracts signed with Project funds.

Maintain effective communication with the Bank and the MOHW on the status of compliance with Project execution results.

#### *Director of PPPMU*

##### *Responsibility*

The Director of the PPPMU is responsible for providing advice, policy and planning reports to the CEO, MOHW in order to facilitate high level health policy making, including: (**Annex 8. Staff - TOR Director PPPMU**).

- Day to day management and direction of the PPPMU.
- Undertaking research and studies on aspects of health care delivery and needs in collaboration with relevant PPPMU staff.
- Drafting strategic plans and annual plans and leading negotiations with statutory bodies such as the Karl Heusner Memorial Hospital.
- Preparing reports and proposals, strategic and policy documents relating to the planning and development of health services in Belize.
- Contributing to the planning, implementation and monitoring of all major capital and service development projects.
- Liaising with Planning Officers in other agencies, ministries and organizations with health-related functions and ensuring a consistent policy response and minimizing duplication.
- Preparing proposals for grants/financing agreement and donor assistance of all kinds.
- Monitoring the performance of providers and purchasers to assist the MOHW in its monitoring role.

#### *Duration*

Full time employee of the PPPMU, MOHW.

#### *Coordination*

The Director will frequently and adequately coordinate with the Project Manager, as relevant.

#### *Reporting arrangements*

The Director reports to the CEO, MOHW.

#### *Project Management*

The various managerial posts will be funded by the GOB.

#### **Project Manager**

##### *Responsibility*

The Project Manager will produce specific products to the MOHW that are key to Project implementation in order to achieve Project objectives and meet indicative indicators. Specific responsibilities include liaising with PPPMU to monitor key processes, identifying key stages, timelines, main deliverables and needs for coordination and decision making; providing key inputs and updating the OVDDM, etc. (**Annex 9. Staff - TOR Project Manager**).

##### Planning

- Liaising with PPPMU to monitor key processes, identifying key stages, timelines, main deliverables and needs for coordination and decision making.
- Providing key inputs and updating Project documents, as well as the OVDDM.

### Execution

- Reviewing deliverables produced by the consultants involved in the preparation of the Project outputs and providing feedback along with the MOHW technical staff to ensure the quality of the final products. Supervising and evaluating consulting services.
- Identifying and facilitating the resolution of technical and/or administrative problems that can affect progress in the implementation of the project, be they internal or external to the MOHW.
- Supporting the provision of training through different initiatives included in the Project.
- Conducting field visits to health facilities, regional health offices and communities to observe and participate in Project activities.

### Monitoring and Reporting

- Preparing Project progress reports as required by the Financing Agreement covering the physical and financial advance of the Project.
- Coordinating data inputs from the Belize Health Information System and other sources such as administrative records that should feed into the STEP.
- Promoting collaboration from the MOHW with regard to the baseline and follow-up surveys for the measurement of progress on Project indicators. Prepare progress reports on the construction works
- Require contractor(s) to provide monthly monitoring reports to MOHW's Policy, Planning and Project Management Unit (PPPMU), that include updates on environmental, social, health and safety (ESHS) of the construction site, implementation of the E&S guidance, SEP and the Grievance Mechanism.

### Compliance

- Ensuring that the provisions of the OVDDM are observed and applied during Project execution.
- Complying with Bank procedures and policies in the following areas.

### Duration

Full time employee of the PPPMU, MOHW.

### *Coordination*

The Project Manager will frequently and adequately coordinate with the Director and other PPPMU management and staff, as relevant. The Project Manager will also liaise consultants and Bank staff.

### *Reporting arrangements*

The Project Manager reports to the Director, PPPMU, MOHW and the Bank Project Task Team Lead.

## **Procurement Manager**

### *Responsibility*

The Procurement Manager will provide procurement and accounting support to the Project Manager. Specific responsibilities include: procurement of Goods, Non-consulting Services, and Consulting Services; supporting the Accountant in assuring timely delivery of disbursements requests, etc. (**Annex 10. Staff - TOR Procurement Manager**).

The Procurement Manager will be responsible for the procurement processes, including preparation of procurement documents, launching, preparing and reviewing evaluation reports, monitoring related activities, and assisting with inputs and assembling of Bank required reports.

The Procurement Manager will have final responsibility for updating the Bank's STEP.

### *Duration*

Full time employee of the PPPMU, MOHW.

### *Coordination*

The Procurement Manager will frequently and adequately coordinate with the Director and other PPPMU management and staff, as relevant.

### *Reporting arrangements*

The Procurement Manager reports to the Director, PPPMU, MOHW.

## **Project Accountant (Financial Specialist)**

### *Responsibility*

The Project Accountant is responsible for the formulation and operation of the accounting system, preparing budgetary and financial reports, financial statements, budgets, withdrawals and disbursements, all in keeping with the requirements of the respective funding agencies.

The Project Accountant will approve payments and prepare bank reconciliations, and the MOF will review them.

The Project Accountant will also be responsible for accounting and monitoring expenditures in relation to Projects outputs in keeping with established accounting procedures of the Project, including: (**Annex 11. Staff - TOR Project Accountant**).

- Develop financial procedures that conform to the Financial Management requirement of the World Bank and the government of Belize laws, and general accounting standards and principles and ensure that the procedures are adhered to for the proper management of financial resources and the maintenance of internal controls.
- Keep the accounts of all Project expenditure by Projects components and consolidated accounts by source of funds in keeping with the Bank's requirements.
- Collaborating in the preparation of the annual operating budget for presentation to GOB and the Bank.
- Manage the special bank designated account (DA) to be established at the Central Bank of Belize for the Project and ensure timely replenishment.
- Preparing and submitting disbursement requests to the Bank in the client connection system and ensure that the expenditures claimed from the Bank is in line with the Financing Agreement of the project.
- monitor expenditures from the various sources of financing to ensure conformity with the budget.
- Preparing quarterly financial statements in line with requirements of the disbursement and financial information letter (DFIL) of the project to include but not limited to sources and uses of funds, uses of funds by category/component showing budget versus actual expenditures by project components/output, bank reconciliation statements for all project accounts, prior and post review expenditures of prior quarter(s), cash flow projections for the coming quarter.
- Prepare and issue purchase orders and payment vouchers for activities as contracted for counter signature by the Director, Project Manager and/or the Finance Officer or CEO of the MOHW.
- Following through with the MOF on the processing of approved payments.
- Assist in the selection of accounting/auditing firms to carry out the auditing of the financial records; organizing and facilitating internal and external audits as stipulated by the Financing Agreement as required by the Bank, and dealing with all correspondence related to accounts and audit queries.

### *Duration*

Full time employee of the PPPMU, MOHW.

### *Coordination*

The Project Accountant will frequently and adequately coordinate with the Director and other PPPMU management and staff, as relevant.

### *Reporting arrangements*

The Project Accountant reports to the Director, PPPMU, MOHW.

### *Support Staff*

Salaries for support staff, except for the Procurement Officer, will be financed through the Project. The costs of the positions were fully incorporated into the project cost.

## **Project Officer**

### *Responsibility*

The Project Officer will be responsible for the implementation, management and reporting of all the activities of the Project in line with the Annual Execution Plan and measured as defined in the Project Results Framework, including:

- The day-to-day management and coordination of activities related to the management of the implementation of the Belize COVID-19 Response Project.
- The maintenance and ensuring regular updating of the Operational and Vaccine Delivery and Distribution Manual prepared specifically for the implementation of the Project.
- The development, maintenance and updating of Project implementation plans, including risk management, effective implementation of Project activities and resource management for effective execution.
- Ensuring that project activities are conducted in accordance with Laws of Belize and World Bank Guidelines, including compliance with procurement, financial management and E&S standards.
- Communicating with line agencies and project beneficiaries to ensure effective participation during project implementation. (**Annex 4. Staff - TOR Project Officer**).

### *Duration*

The Project Officer's contract is a full-time position required for two years, renewable annually based on performance.

### *Coordination*

The Project Officer will frequently and adequately coordinate with the other PPPMU staff, as relevant. The Project Officer will serve as the main operational link between the PPPMU and the MOHW, as well as with the Bank.

### *Reporting arrangements*

The Project Officer reports to the Director, PPPMU, MOHW.

## **Procurement Officer**

### *Responsibility*

The Procurement Officer will assist in the implementation of all procurement related activities of the Project. Specific responsibilities include: procurement of Goods, Non-consulting Services, and Consulting Services; supporting the Director and Procurement Manager to ensure conformity with Bank and GOB policies and timely delivery of disbursements requests. **(Annex 5. Staff - TOR Procurement Officer)**

- Conducting general procurement activities for the Project.
- Monitoring in consultation with the Procurement Manager and Director PPPMU procurement processes to ensure conformity with Bank and GOB policies.
- Assisting with the preparation of advertisements and procurement notices and arrange to have these published both locally and internationally.
- Assisting with the preparation of request for proposals (RFP), request for quotations (RFQ), Standard Bidding Documents, minutes of bid/proposal conferences, and negotiation meetings; issuing of bidding documents, issuing of request for clarification.
- Organizing and coordinating bid opening and bid evaluation processes through the preparation of bid opening documents and minutes, and the preparation of evaluation reports and proposals to the Procurement Committees.
- Assisting in the preparation of contracts for the provision of goods, and services.
- Monitoring contract end dates and assist in the resolution of any implementation bottlenecks for component related contracts.
- Ensuring that all items procured are delivered to named point(s) of destination.
- Liaising with selected suppliers and Project stakeholders to ensure timely delivery of goods and services to end-users and payments to suppliers, in accordance with the terms of the contracts.
- Following up on decisions made by the Procurement Manager, Director PPPMU and the Procurement Committees as directed to ensure implementation and follow-through.
- Assisting in coordinating procurement training to selected staff.
- Assisting with the preparation and updating of the Procurement Plan.
- Assisting in monitoring compliance with the Time Table of Procurement actions.
- Conducting market research on goods and services to be procured.
- Assisting in facilitating the Project's audit by providing up-to-date and accurate reports.

- Preparing monthly reports on the status of all ongoing procurement transactions
- Performing other related functions assigned from time to time by the Procurement Manager or Director PPPMU.

The Procurement Officer will have also be responsible for updating the Bank's STEP.

*Duration*

Full time employee of the PPPMU, MOHW.

*Coordination*

The Procurement Officer will frequently and adequately coordinate with the Procurement Manager and other PPPMU staff, as relevant.

*Reporting arrangements*

The Procurement Officer reports to the Director and Procurement Manager, PPPMU, MOHW.

*Salary of the procurement officer*

The salary of the Procurement Officer will be financed through Government counterpart resources.

**Monitoring and Evaluation Officer**

*Responsibility*

The M&E Officer will form part of the technical team within the PPPMU, and be responsible for monitoring the overall Belize COVID-19 Project Results Framework in accordance with the M&E plan developed for the Project, including:

- Reviewing the OVDDM, the Annual Execution Plan, PAD, SEP, Rapid E&S Assessment, Environmental and Social Framework and other Project documents to ensure complete and comprehensive understanding of the intended goals, activities and results of the program. Moreover, the M&E will be expected to familiarize himself/herself with the Bank's Guidelines on the Results Framework.
- Reviewing the Project Results Framework included in the PAD and assessing the availability and quality of existing data for Project results and indicators and identifying gaps. The M&E officer will be in charge of designing and conducting various M&E activities, and coordination for data collection. For existing activities, the M&E officer will provide quality control on the entire process.
- Responsible for working with the Project team members to develop adequate financial internal control systems and procedures and coordinate ongoing project monitoring of



project indicators and results throughout the program implementation. In particular, the Officer will provide assistance to the Director, PPPMU and be responsible for updating and revising the PEP.

- Assisting the Director, PPPMU with collating Project progress reports for quarterly and semi-annual presentations to both internal and external stakeholders as required.
- Providing guidance/advice to the Bank's Task Team on quality control measures for Project M&E activities
- Assisting in fostering an M&E culture within the Project team as well as promoting M&E capacity building.
- Assisting with other administrative support to the executing team where requested, and other relevant duties as may be assigned by the Director, PPPMU. (**Annex 2. Staff - TOR M&E Specialist**).

#### *Duration*

The M&E Officer's contract will be for up to 260 days over a period of twelve (12) months. The contract is expected to be signed in June 2022 and implementation will be for a period of one year.

#### *Coordination*

The M&E Officer will coordinate the communication of the progress, results, challenges, successes and lessons learned through reports to the Bank, the MOHW and other media.

#### *Reporting arrangements*

The M&E Officer reports to the Director, PPPMU, MOHW.

### **Environment and Social Specialist**

#### *Responsibility*

The E&S Specialist will be responsible for the overall E&S aspects of the Project and for coordinating, implementing actions, monitoring and reporting on the Projects' compliance with the World Bank Environmental and Social Framework, including those set forth in the ESMF (and LMP), SEP, ESCP and any other Project E&S documents (**Annex 1. Staff – TOR ES Specialist**).

The E&S Specialist will be responsible for ensuring that the Project's E&S outcomes are achieved, and that any adverse impacts are effectively avoided and/or mitigated in a timely manner. Specific responsibilities of the E&S Specialist include, but are not limited to:

- Undertaking the implementation, monitoring and reporting of E&S measures to ensure compliance with the E&S requirements.
- Ensuring implementation of the ESCP and the E&S instruments i.e. ESMF (and LMP); SEP including the GRM and Indigenous Peoples Planning Framework; and the Rapid E&S Assessment.
- Updating E&S instruments as needed.
- Monitoring the implementation of the ESMF, SEP, Rapid E&S Assessment, and any other E&S requirements.
- Reviewing and ensuring that relevant aspects of the ESCP and E&S risk management instruments are duly incorporated into the procurement documents.
- Working with the PPPMU procurement staff to ensure that E&S aspects are incorporated as appropriate in contracts for goods and services and that suppliers and contractors are fully aware of their responsibilities in this regard.
- Ensuring that the necessary environmental authorizations and permits are obtained where needed.
- Supporting with monitoring to ensure that the consultants and contractors comply with the environmental and social health and safety (ESHS) specifications of their respective contracts.
- Providing contributions to the regular, semi-annual and annual progress reports on projects' implementation as required by the MOHW and the Bank.
- In collaboration with the Director, PPPMU, M&E officer, and other team members, monitor and report on the implementation of the Citizen Engagement (CE) indicator.
- Leading the organization and implementation of training to Project workers on E&S Standards, stakeholder engagement, GRM, sexual exploitation and abuse and sexual harassment (SEA/SH) and other topics of relevance for E&S compliance.
- Performing other duties in line with the scope of the Project leading to compliance with E&S aspects and related instruments.
- Providing trainings as needed taking into consideration, the Project instruments and requirements (as applicable) of the E&S Standards of the Environmental and Social Framework of the Bank.

#### *Duration*

The E&S Specialist's contract will be for up to 520 days over a period of twenty-four (24) months. The contract is expected to be signed in June 2022 and implementation will be for a period of one year.

#### *Coordination*

The E&S Specialist will frequently and adequately coordinate with the other PPPMU staff, as relevant.

### *Reporting arrangements*

The E&S Specialist will report directly to the Director, PPPMU, MOHW.

### **Senior Accounts Officer**

#### *Responsibility*

The Senior Accounts Officer will have the overall responsibility of sundry accounting and project administrative tasks required for the successful implementation of the Project. (**Annex 3. Staff - TOR Senior Accounts Officer**), including:

- Establishing and maintaining suitable systems of internal control (including procurement - goods, works and services, fixed assets, inventory management and distribution).
- Ensuring the computerized (and paper) accounting system for the Project are up to date.
- Recording all the Project's financial transactions after ensuring that they have been authorized and in accordance with the budget and the PPPMU procedures for internal controls and are consistent with the Project's Procurement Plan and Legal Agreement.
- Ensuring compliance with procedures of the Bank and regularly reviewing the internal control system to ensure compliance with the agreed mechanisms, procedures, and systems.
- Review and reconcile payables and ensure prompt settlement to suppliers and contractors and monitor outstanding invoices for all contracts.
- Prepare payment vouchers and ensure funds are available before cheques are written and process reimbursements to Treasury as required.
- Prepare monthly Bank Reconciliations and Statements of Expenditures.
- Prepare the Project's Budget estimates/Cash Flow Projections and allocation for Project activities in consultation with the Project Manager and technical specialists.
- Prepare and submit withdrawal applications through STEP.
- Maintain filing system (**Annex 21. PPPMU File Directory**) for Financial Management files including Payment Vouchers, Bank Reconciliation Statements, Statement of Expenditure, Reconciliations, Sale of Tender Documents, Withdrawal Applications and Budget and Payroll.
- Develop financial procedures and update them in the OVDDM.
- Prepare interim Financial Reports (IFRs) and Annual Financial Statements.
- Participate in the Bank Missions and meetings with agencies on Project status.
- Make presentations on the financial management and disbursement status.
- Participate in quarterly budget meetings.
- Assess reports received from auditors and follow up on any audit queries/management letter.
- Performing any other tasks as required by the PPPMU.

### *Duration*

The Senior Accounts Officer's contract will be for up to 260 days over a period of twelve (12) months. The contract is expected to be signed in June 2022 and implementation will be for a period of one year.

### *Coordination*

The Senior Accounts Officer will frequently and adequately coordinate with the Project Accountant and other PPPMU staff, as relevant.

### *Reporting arrangements*

The Project Senior Accounts Officer reports to the Project Accountant, PPPMU, MOHW.

## **Temporal Healthcare Workers**

### *Responsibility*

Temporal Healthcare Workers will be responsible for administering vaccines and documenting information into the Belize Health Information System (BHIS). Temporal Healthcare Workers may be a combination of Registered Nurses and Nursing Assistants.

### *Duration*

Temporal Healthcare Workers will be employed for 6 months to support the vaccination efforts of the MOHW. The Temporal Healthcare Workers are not PPPMU employees, rather employees of the Regional or Community Hospitals.

### *Coordination*

Temporal Healthcare Workers will coordinate with the Public Health Nurses at the district level and administratively with the Regional or Deputy Regional Health Manager.

### *Reporting arrangements*

The reports on the COVID 19 vaccines administered (at fixed health facilities or during mobile clinics or mobile vaccination sites) will be submitted by each health facility to the Public Health Nurse at the end of the day for district compilation. The Public Health Nurse will submit the compiled report on vaccines administered on a daily basis to the EPI Manager at MOHW HQ. The EPI Manager prepares the daily country report on vaccines administered.

## **Drivers**

### *Responsibility*

Drivers will be engaged to provide logistical support to the Project in the deployment of vaccines. Specific responsibilities: checking mechanical status of assigned vehicle daily; logging all trips, daily mileage, and petrol consumption; etc. The drivers will be supervised by the Fleet Coordinator, PPPMU, MOHW (**Annex 6. Staff - TOR Driver**).

### *Duration*

Drivers will be employed for 6 months to support the vaccination efforts of the MOHW. The Drivers are not PPPMU employees, rather employees of the Regional or Community Hospitals.

### *Coordination*

Drivers will coordinate with Fleet Coordinator at the respective Regional or Community Hospitals.

### *Reporting arrangements*

Drivers will report to Fleet Coordinator at the respective Regional or Community Hospitals.

## *Policy and Planning Staff*

Salary for the Health Planner is funded by GOB.

## **Health Planner**

### *Responsibility*

The Health Planner will assist in planning, analyzing and evaluating current or proposed health plans/programs for the Project, as well as assist in the development of recommendations to improve existing health programs/plans or substantiate the need for additional programs in respect of the Project. (**Annex 7. Staff - TOR Health Planner**).

### *Duration*

Full time employee of the PPPMU, MOHW.

### *Coordination*

The Health Planner will serve as a liaison with multiple community partners; and perform related duties as required. The Health Planner serves as the MOHW's representative on boards, committees, working groups as assigned by the Director, PPPMU, MOHW.

### *Reporting arrangements*

The Health Planner reports to the Director, PPPMU, MOHW.

## **6. PROJECT RESULTS FRAMEWORK**

For the purpose of monitoring the Project, a Results Framework was prepared and agreed upon with the Bank. The Results Framework describes the main elements of the M&E arrangements for the operation, including key monitoring tools, evaluation strategies and responsibilities.

The MOHW will be responsible for implementing it. The Results Framework (**Annex 13. Project Appraisal Document**) will include both PDO level indicators (See **Table 3 PDO Level Indicators** and **Table 4: Monitoring and Evaluation Plan PDO Level Indicators**) and intermediate results indicators to measure the overall Project progress (See **Table 5 Intermediate Results Indicators** and **Table 6 Monitoring and Evaluation Plan Intermediate Results Indicators**)

*The PDO level indicators to measure overall Project progress are:*

- Eligible population fully vaccinated (percentage).
- Eligible male population fully vaccinated (percentage).
- Eligible female population fully vaccinated (percentage).

**Table 3 PDO Level Indicators**

| <b>Indicator Name</b>                       | <b>Baseline</b> | <b>End Target</b> |
|---|-----------------|-------------------|
| Eligible population fully vaccinated        | 19%             | 75%               |
| Eligible male population fully vaccinated   | 19%             | 75%               |
| Eligible female population fully vaccinated | 19%             | 75%               |

**Update of the Project's Results Framework:** The Results Framework has been revised to (a) ensure that the indicators reflect the adjusted project design and (b) adjust end targets related to less demand for procurement of COVID-19 vaccines. The changes and the rationale for new and revised indicators are outlined in the Results Framework.

| <b>PDO-level Indicator</b> | <b>Baseline</b> | <b>Target</b> | <b>Rational for Change</b> |
|----------------------------|-----------------|---------------|----------------------------|
|----------------------------|-----------------|---------------|----------------------------|

|  |      |         |   |
|--|------|---------|---|
| Eligible Population Fully Vaccinated (Percentage)  | 10.5 | 41.6    | Revised baseline reflecting that some of the doses paid with retroactive financing (J&J vaccine) had already been administered at the time of previous results framework was conceived. New baseline rate reflects AstraZeneca (AZ) vaccines procured via IDB loan before the project. Revised target is sum of AZ vaccines procured prior to project and J&J doses paid with retroactive financing. It excludes the population having received other vaccines later. |
| COVID-19 Vaccines that meet the VAC procure (number)   | 0    | 148,800 | Updated end target due to lower number of doses procured which reflects doses paid with retroactive financing (J&J vaccine)   |
| Mobile visits to the rural areas to strengthen COVID_19 immunizations (number)                           | 0    | 1,600   | No change   |
| Increase in frontline workers knowledge about gender based violence (percentage)                         | 0    | 75      | No change   |
| User satisfaction survey conducted, and findings used to adjust the Belize vaccination strategy (yes/no) | No   | Yes     | No change   |
| Central Medical Storage Facility with ULT capacity constructed (yes/no)                                  | No   | Yes     | New activity supported under the Project  |

In addition to these 3 PDO-level indicators, the PPPMU will provide the Bank vaccination data (both primary and boosters) for priority population.

Data will be analyzed on a quarterly basis through the BHIS. The BHIS system is updated daily with information on persons vaccinated.

**Table 4: Monitoring and Evaluation Plan PDO Level Indicators**

| <b>Indicator Name</b>                       | <b>Definition/ Description</b>   | <b>Frequency</b> | <b>Data source</b> | <b>Methodology For Data Collection</b> | <b>Responsibility For Data Collection</b> |
|---|--|------------------|--------------------|--|---|
| Eligible population fully vaccinated        | <u>Numerator:</u><br>Number of people aged 5 and above who are fully vaccinated (excluding boosters).<br><u>Denominator:</u><br>Belize's total population.         | Quarterly        | BHIS               | Routine health information system      | MOHW                                      |
| Eligible male population fully vaccinated   | <u>Numerator:</u><br>Number of male people aged 5 and above who are fully vaccinated (excluding boosters).<br><u>Denominator:</u><br>Belize's female population.   | Quarterly        | BHIS               | Routine health information system      | MOHW                                      |
| Eligible female population fully vaccinated | <u>Numerator:</u><br>Number of female people aged 5 and above who are fully vaccinated (excluding boosters).<br><u>Denominator:</u><br>Belize's female population. | Quarterly        | BHIS               | Routine health information system      | MOHW                                      |

*Intermediate Results Indicators to measure Project progress are:*

- COVID-19 vaccines that meet the VAC procured (Number).
- Mobile visits to the rural areas to strengthen COVID-19 immunization (Number).



- Increase in frontline workers knowledge about gender based violence (Percentage).
- User satisfaction survey conducted and findings used to adjust the Belize vaccination strategy.
- Due to the recently approved restructuring, the project added an additional intermediate-level indicator which captures the construction of the central medical store.

**Table 5 Intermediate Results Indicators**

| <b>Indicator Name</b>   | <b>Baseline</b> | <b>End Target</b> |
|---|-----------------|-------------------|
| COVID-19 vaccines that meet the VAC procured  | 0               | 148,800           |
| Mobile visits to the rural areas to strengthen COVID-19 immunization                            | 0               | 1,600             |
| Increase in frontline workers knowledge about gender based violence                             | 0               | 75%               |
| User satisfaction survey conducted and findings used to adjust the Belize vaccination strategy. | No              | Yes               |
| Central Medical Storage Facility with ULT capacity constructed                                  | No              | Yes               |

Data will be analyzed on a quarterly basis MOHW financial reports and MOHW registry for the first two intermediate results indicators listed above. Data for the third intermediate results indicator will be analyzed on a bi-annual basis from MOHW. An annual telephone survey will be conducted to assess user satisfaction.

The PPPMU will be submitting data on the Results Framework prior to any supervision mission (at least 5 days) and as request to inform the Bank of the project monitoring efforts (e.g. ISRs).

For each supervision mission, additional data will be shared with the Bank team to monitor progress of the Project activities for key population groups such as vaccination rates among the elderly and other priority groups. Separate data on boosters and number and percentage of children vaccinated will also be provided.

**Table 6 Monitoring and Evaluation Plan Intermediate Results Indicators**

| <b>Indicator Name</b>                        | <b>Definition/Description</b>                          | <b>Frequency</b> | <b>Data source</b>  | <b>Methodology For Data Collection</b> | <b>Responsibility for Data Collection</b> |
|--|--|------------------|---------------------|--|---|
| COVID-19 vaccines that meet the VAC procured | Number of COVID-19 vaccines that meet the VAC criteria | Quarterly        | Administrative Data | Financial Reports                      | MOHW                                      |

| <b>Indicator Name</b>  | <b>Definition/Description</b>  | <b>Frequency</b> | <b>Data source</b>  | <b>Methodology For Data Collection</b> | <b>Responsibility for Data Collection</b> |
|--|--|------------------|---------------------|--|---|
|  | financed through the project.  |                  |                     |  |   |
| Mobile visits to the rural areas to strengthen COVID-19 immunization | Number of visits through mobile clinics (equipped with a vehicle, health staff, IT equipment for data entry, and operational costs to cover for outreach) to strengthen COVID-19 immunization service delivery.  | Quarterly        | Administrative Data | MOHW Registry                          | MOHW                                      |
| Increase frontline workers knowledge about gender based violence     | <u>Numerator</u> : number of frontline workers (including clinical staff, porters, drivers, etc.) trained of gender based violence related issues as per PAD, who are able to answer correctly a higher number of questions related to the training after completing it, compared to their answers before the training. The number and composition of these questions will be determined during the design of the training. workers (including clinical staff, | Bi-Annually      | Administrative Data | MOHW                                   | MOHW                                      |

| Indicator Name  | Definition/Description  | Frequency       | Data source | Methodology For Data Collection | Responsibility for Data Collection |
|---|---|-----------------|-------------|---------------------------------|------------------------------------|
|   | porters, drivers, etc.) trained on gender based violence related issues as per PAD.<br><u>Denominator:</u><br>number of frontline   |                 |             |                                 |                                    |
| User satisfaction survey conducted and findings used to adjust the Belize vaccination strategy. | User satisfaction survey to collect beneficiary feedback conducted and findings reported to relevant MOHW agencies. The MOHW will use the findings obtained through this feedback to adjust their vaccination deployment strategy | Bi-Annually     | Survey      | Phone survey                    | MOHW                               |
| Central Medical Storage Facility with ULT capacity constructed                                  | Central Medical Storage Facility with ULT capacity constructed  | End of Contract | Site Review | Site Visit                      | MOHW                               |

## 7. MANAGEMENT OF ENVIRONMENTAL AND SOCIAL ASPECTS OF THE PROJECT

### *Environmental and Social Commitment Requirements*

The Project is expected to have a positive E&S effect on the quality of life of the Belizean population. The Project will comply with E&S requirements of Belize national regulations and policies and the Bank's Environmental and Social Framework with the objective of safeguarding the environmental quality of all operations and introducing socially and environmentally responsible practices, especially in the deployment of vaccines throughout the life of the Project.

The ESCP (**Annex 29. ESCP**) details the material measures and actions to be carried out by the Implementing Agency, including timeframes of the actions and measures, institutional, staffing, training, monitoring and reporting arrangements, grievance management and the E&S assessments and instruments adopted and implemented by the Project in a manner acceptable to the Bank.

The ESCP may be revised as needed and as agreed by the Bank.

*Compliance with the ESCP (and therefore with the GRM, ESMF, and SEP) is to be reported on a semiannual basis to the Bank.*

### *Environmental and Social Risk Management Instruments*

The E&S Risk Management instruments for this Project include the SEP (with elements of an Indigenous Peoples Planning Framework), ESMF (with a LMP), ESCP and a Rapid E&S Assessment for retroactive financing of vaccines.

### *Stakeholder Engagement Plan*

#### ***Purpose***

The purpose of the SEP is to:

- (i) Consult stakeholders on the proposed Project design and activities, anticipated E&S risks and impacts, mitigation measures, and E&S risk management instruments.
- (ii) Provide regular information on the implementation progress and receive feedback from stakeholders about emerging issues throughout the Project cycle.

### ***Key Elements***

The SEP is designed to have meaningful consultation, including public information disclosure, throughout the entire Project cycle. The SEP outlines ways in which the Project team will communicate with stakeholders and includes a GRM by which people can raise concerns, provide feedback or make complaints about the Project activities. This is important, especially for COVID-19 vaccination programs to communicate the principles of prioritization of vaccine allocation and the schedule for vaccine rollout, reaching out to disadvantaged and vulnerable groups and creating accountability against misallocation, discrimination and corruption.

The SEP details the methods, tools and techniques for stakeholder engagement. This includes a summary of stakeholder engagement during Project preparation, consultations done with Project stakeholders, direct outreach to indigenous peoples and strategies for incorporating vulnerable groups, obtaining feedback from stakeholders and reporting back to the stakeholders.

*The SEP will be finalized and disclosed within one month of the Project's effective date and updated as needed.*

### ***Stakeholders***

The level of engagement with communities will depend on the general rate of vaccinations with more attention being paid to communities who have highest number of susceptible and those with low vaccination rate.

Special attention will be paid to categories of persons with extremely low rates of full immunization even though these are spread across the main groups of stakeholders. Similarly, districts and distinct groups such as indigenous peoples who have the lowest rate of vaccine coverage will also be prioritized.

For the purposes of effective and tailored engagement, stakeholders of the Project will be divided into the following core categories:

#### ***Affected parties***

Persons, groups and other entities within the Project area of influence that are directly influenced (actually or potentially) by the Project and/or have been identified as most susceptible to change associated with the Project, and who need to be closely engaged in identifying impacts and their significance, as well as in decision-making on mitigation and management measures.

### *Other interested parties*

Individuals/groups/entities that may not be direct beneficiaries of the Project activities but who consider or perceive their interests as being affected by the Project and/or who could affect the Project and the process of its implementation in some way.

### *Vulnerable groups*

Persons who may be disproportionately impacted or further disadvantaged by the Project as compared with any other groups due to their vulnerable status and that may require special engagement efforts to ensure their equal representation in the consultation and decision-making process associated with the Project. Vulnerable groups are defined as: individuals or groups who, by virtue, for example, their age, gender, race, ethnicity, religion, physical, mental or other disability, social, civic or health status, sexual orientation, gender identity, economic disadvantages or indigenous status, and/or dependence on unique natural resources, may be more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so.

### ***Stakeholder engagement***

In order to meet best practice approaches, the project will apply the following principles for stakeholder engagement:

*Openness and life-cycle approach:* public consultations for the project(s) will be arranged during the whole life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.

*Informed participation and feedback:* information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholders' feedback, for analyzing and addressing comments and concerns;

*Inclusiveness and sensitivity:* stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the project is inclusive. All stakeholders are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly, persons with disabilities, displaced persons, those with underlying health issues, and the cultural sensitivities of diverse ethnic groups, such as Indigenous Peoples.

*Flexibility:* if social distancing inhibits traditional forms of engagement, the methodology should adapt to other forms of engagement, including various forms of internet communication.

Stakeholders will be engaged through:

- Virtual consultations mainly through online platforms (National/community level)
- Face-to-face meeting with small groups of stakeholders
- Project Inception Workshop (virtual)
- Virtual consultations
- Site supervisions visits
- Stakeholders' meetings

*ESMF (with Labor Management Procedures)*

***Purpose***

The purpose of the ESMF is to guide the PPPMU on the E&S process during implementation. The ESMF includes procedures relevant to the procurement and deployment of vaccines and other goods and services that the project will support, including screening process to assess the environmental risks and impacts and identify mitigation measures, as part of the E&S due diligence for all activities. The ESMF also describes LMP applicable to all Project workers including the workers implementing the construction works.

***Labor Management Procedures***

The LMP establishes how Project workers will be managed in accordance with the requirements of Belize laws and the Bank's requirements. The LMP should describe how Project workers will be hired, including employment terms and conditions, non-discrimination and equal opportunity. The LMP will also include a Workers GRM that is different from the Project-level GRM described in the SEP and a Code of Conduct for Project workers.

The Code of Conduct provides guidelines to ensure that all the patients regardless of their social, ethnicity, or cultural characteristics receive health services. The Code of Conduct should also include guidelines for all Project workers to ensure that Environmental and Social Standards 2 requirements are met, including measures to prevent gender-based violence, as part of the LMP.

The Code of Conduct should also guide the way Project workers should conduct themselves and establish clear sanctions/penalties for those workers breaking the rules of the Code of Conduct.

Vaccination activities supported by the Project will be conducted by health care workers, laboratory workers, i.e., civil servants employed by the GOB, and technical consultants/contract workers. GOB employees will remain subject to the terms and conditions of their existing public sector employment agreement or arrangement. Nevertheless, their occupational health and safety needs to be considered, and the measures adopted by the Project for addressing occupational health and safety issues, including those

specifically related to COVID-19, will apply to them as documented in the LMP.

*The ESMF will need to be submitted no later than 60 days after the Project's effective date.*

## **Grievance Redress Mechanism**

The main objective of a Project-level GRM is to assist to resolve complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. Specifically, if it provides a transparent and credible process for fair, effective and lasting outcomes. Having an effective GRM in place will also serve the objectives of reducing conflicts and risks such as external interference, corruption, social exclusion or mismanagement; improving the quality of project activities and results; and serving as an important feedback and learning mechanism for project management regarding the strengths and weaknesses of project procedures and implementation processes.

The project-level GRM will be accessible to a broad range of Project stakeholders who are likely to be affected directly or indirectly by the Project. These will include beneficiaries, community members, Project implementers/contractors, civil society, media—all of whom will be encouraged to refer their grievances and feedback to the GRM.

The GRM can be used to submit complaints, feedback, queries, suggestions or compliments related to the overall management and implementation of the Project activities, including:

- Violation of Project policies, guidelines, or procedures, including those related to procurement, labor procedures, child labor, health and safety of contract workers and gender-based violence.
- Disputes relating to resource use restrictions that may arise between or among targeted districts and communities.
- Grievances that may arise from members of communities who are dissatisfied with the Project planning measures, or actual implementation of Project investments.
- Any issues with land donations, asset acquisition or resettlement specifically for Project supported activities.

The project specific GRM will be in compliance with the Laws of the Belize and the Public Service Regulations.

### *Channels to submit grievances*

The GRM provides the channels to submit grievances in accordance with the SEP.

Complaints can be made in person, writing, verbally over the phone, emails or social media. Walk-ins may register a complaint at clinic/hospitals on a complaint form at healthcare facility, vaccination site or suggestion box at clinics/hospitals. The public must



be informed about the project, as well as where they can submit their concerns, who will be responsible and the timeframe of the response.

The following person may be reached by stakeholders with any questions, concerns, recommendations regarding the project.

#### *MOHW Contact*

Mr. Englebert Emmanuel

Director of the Licensing and Accreditation Unit

Email: [eemanuel@health.gov.bz](mailto:eemanuel@health.gov.bz)

Phone: +501-627-5980

Facebook: <https://www.facebook.com/Ministry-of-Health-Wellness-100555605747870>

All complaints and grievances received must be recorded on a complaint form. Once a complaint has been received, through any channel, it should be recorded in the complaints' logbook.

#### *Appeals*

An appeals process will be made available for concerns that cannot be resolved directly by the GRM. Appeals should be submitted either by email or by contacting PPPMU by telephone or in writing.

All appeals are made to the Grievance Committee at the national level. Once all possible means to resolve the complaint has been proposed and if the complainant is still not satisfied then they should be advised of their right to legal recourse.

The complainant has the option of approaching the Bank, if they find the established GRM cannot resolve the issue.

#### *Anonymity*

Grievances can be submitted without providing the complainant's name or contact details with the understanding this might result difficult in some cases. If the grievance registration form is not available, the following key information should be noted:

- a. The Project's name
- b. Name of the person lodging the grievance (if provided)
- c. Contact information of affected person (if provided)

#### *Timeframe for addressing complaints*

- (i) Grievance assessed and logged - 1 working day upon receipt of complaint
- (ii) Grievance is acknowledged - 2-3 working days upon receipt and recording of the

complaint by the E&S officer.

(iii) Investigation - 7-10 working days

(iv) Resolution/Feedback - Within 15 working days upon acknowledge of complaint.

### *Environmental and Social Commitment Plan*

#### ***Purpose***

The ESCP details the material measures and actions to be carried out by the Implementing Agency, including timeframes of the actions and measures, institutional, staffing, training, monitoring and reporting arrangements, grievance management and the E&S assessments and instruments to be adopted and implemented by the Project in a manner acceptable to the Bank.

The ESCP outlines the different commitments and requirements on E&S risk management of the Project with the timelines and responsibilities.

The ESCP may be updated during Project implementation to reflect adaptive changes and unforeseen circumstances or in response to assessment of the Project performance conducted under the ESCP itself.

The Bank will need to agree to updates. Agreement to changes to the ESCP shall be documented through an exchange of letters signed between the Bank and the Borrower through the Minister of the MOHW.

### *Rapid E&S Assessment*

#### ***Purpose***

The objectives of the Rapid E&S assessment are to:

- i. Evaluate the E&S systems, guidelines and institutional capacity put in place by the GOB for COVID-19 vaccine procurement and deployment against the requirements of the ESSs, World Bank Group Environmental Health and Safety General Guidelines, World Bank Group Environmental Health and Safety Guidelines for Health Care Facilities and relevant WHO guidelines; and
- ii. Identify significant E&S issues with regard to COVID-19 vaccine deployment activities implemented by the GOB as of March 2021, which will be retroactively financed by the Bank.

The Assessment has a focus on social inclusion; medical waste management; Occupational Health and Safety (OHS); and GRM.

## **8. MANAGEMENT OF THE FINANCIAL MANAGEMENT ASPECTS OF THE PROJECT**

*Ref: Section 5.09 of the General Conditions of the IBRD Investment Project Financing*

The financial management of the Project funds will be carried out through the PPPMU.

### *Planning and Budgeting*

#### *Annual Execution Plan*

The preparation of the Annual Execution Plan and budget will be under the procedures established by the PPPMU in consultation with the PPPMU's Director and the CEO responsible for the MOHW. The Project Annual Execution Plans should contain relevant activities and costing for each Project component. Amendment to the approved Annual Execution Plan is subject to concurrence from the Bank.

The PPPMU will be responsible for: (i) budget formulation and allocation in accordance with the annual procurement plan, (ii) proper recording of the approved budget in the GOB's system, and (iii) timely recording of commitments and payments to allow adequate budget monitoring. Analysis of significant variations of actual expenditures to budget will be conducted by the PPPMU and reported to the Bank along with the quarterly financial reports.

#### *Preparation of the Annual Execution Plan*

Considering that the Annual Execution Plan is the instrument through which the processes, dates, times, goals, amounts and the definition of the corresponding method for the procurement of goods and the contracting of consulting services and other non-consulting services are established, the following must be carried out for the preparation of the Annual Execution Plan:

- a. Identification of the needs demanded by the Project.
- b. Classification of the needs identified according to procurement categories: goods, works, consulting services (firms and individual consultants) and other non-consulting services.
- c. Definition of the corresponding procurement and contracting methods. The PPPMU must estimate the costs based on a real diagnosis considering the current market situation and the prices of recent similar purchases, the cost estimate will be established in the Procurement Strategy, therefore, they will be estimated from the beginning and updated as necessary.

- d. Determination of the time required for each of the procurement phases of the works, goods and services to be executed under the project, considering the execution dates established in the Annual Execution Plan for each activity.
- e. Once the actions indicated in paragraphs above have been carried out, the Annual Execution Plan containing the Procurement and Contracting for the period to be executed is edited and reviewed.
- f. After review and agreement with the MOHW's Chief Executive Officer, the PPPMU sends the Annual Execution Plan to the Bank for its No Objection, by STEP.
- g. During the implementation of the Annual Execution Plan the project will explain the causes and the actions they will take to address any significant variance between 'actual' vs 'budget' on quarterly basis, as part of the quarterly IFRs submitted to the Bank.

An updated Annual Execution Plan for 2022 will be submitted to the Bank for review within sixty (60) days after the Effective Date. Subsequent Annual Execution Plans should be submitted to the Bank for review and approval by 15 January of each year.

The PPPMU may include internal budgeting procedures such as quarterly budget forecasts covering a six-month period for approval by the Bank. The quarterly forecast details the expenditure by project component, sub-component, and activity. The Bank will disburse the approved cash forecast to the project's Designated Account at the Central Bank of Belize. The amount to be disbursed will be the total cash forecast net of the total closing balances in the project accounts for the quarter under review.

*The quarterly forecast is submitted as part of the IFRs within 45 days after the end of the reporting period.*

In general, permission will be sought to transfer monies from budget lines where savings accrue to those where there is a deficit. The PPPMU will ensure that the budgeted funds are adequate to meet Project needs. Such budgetary transactions will only occur under the direction of the Director of the PPPMU and with 'No Objection' from the Bank.

### *Chart of Accounts*

The Chart of Accounts provides the Project with an accounting tool for identifying, aggregating and reporting financial transactions for planning, resource allocation, management control, accounting, and evaluation purposes. **(Annex 18. Chart of Accounts)**

The Project's Chart of Accounts will need to be approved by the Bank. By incorporating the Chart of Accounts into its QuickBooks accounting system, the MOHW will be able to better identify sums received from different sources; categorize the Project's investments; and have sufficient details to identify procurements during the life of the Project.

The Project's Chart of Accounts should be structured to answer questions regarding each transaction and to produce timely financial reports on expenditures, revenues, assets and liabilities. It should provide financial information by Component, Activities, Category of expenditures and source of financing.

The Project's Chart of Accounts should classify its account structure under two primary headings, namely use of funds and sources of funds. Both the classification of the accounts in the Chart of Accounts and the categorization of investments for resource allocation should provide the necessary information for producing timely and reliable reports to substantiate Project related activities, decisions and transactions including all expenditures incurred in compliance with Bank requirements.

### *Financial Accounting Administrative Control System*

MOHW should maintain a financial management system and prepare financial statements in accordance with consistently applied accounting standards acceptable to the Bank, both in a manner adequate to reflect the operations, resources and expenditures related to the Project.

Project funds, expenditures, and resources will be accounted for using the GOB's computerized accounting software (SmartStream) and the basis of accounting will be cash basis. The PPPMU will also use another computerized accounting software (QuickBooks) to record and report on project activities.

The chart of accounts for this project will be integrated into both QuickBooks and Smart Stream based on Project components and eligible expenditures.

The MOHW is required to maintain internal controls so as to reasonably ensure that: (i) Project resources are used for the purposes of the Financing Agreement, devoting special attention to the principles of economy, effectiveness and efficiency; (ii) Project assets are satisfactorily safeguarded; (iii) Project transactions, decisions and activities are duly authorized and executed in accordance with the provisions of the Financing Agreement and any other Agreement related to the Project; and (iv) transactions are properly documented and recorded in a way that facilitates the production of timely and reliable reports.

These controls will enable MOHW to provide documentation needed to facilitate the verification of transactions and timely preparation of financial statements and reports. MOHW's records should keep the financial statements and reports six years after the Project Closing Date in line with the records retention policy for Belize. Under Belize law, records should be maintained for at least six years.

## *Bank Accounts*

GOB regulations stipulate that no official bank account may be opened unless authorized by the Accountant General. Approved bank accounts should be in GOB's name. GOB requires that two signatories sign on each bank account. Two specimen signatures of proposed signatories should be provided to the Accountant General in duplicate. The Accountant General should be duly updated of changes to signatories and new specimen provided. Once the Accountant General approves, specimen signatures will then be forwarded to the Bank by the Accountant General (Section 301-302 of the Financial Orders). Advances from the Bank will be deposited into the Designated Bank Account held at the Central Bank of Belize.

1. Proceeds from the Loan will follow the Bank's disbursement policies and procedures as described in the Financing Agreement, the Disbursement and Financial Information Letter (DFIL), Disbursement Guidelines for Investment Project Financing (**Annex 16. World Bank Disbursement Guidelines**), and the GoB PFM and other relevant legal frameworks.

2. All withdrawal applications will need to be signed off by the Government's authorized representatives via the Bank's Client Connection.

3. The Project will use the following disbursement methods: advance to the Designated Account, direct payment, special commitment, and reimbursement method (for eligible expenditures paid using Government own resources) in line with the disbursement methods outlined in the DFIL.

4. For advances, disbursement would be channeled through a segregated DA denominated in U.S. dollars, which the MOHW will maintain at the Central Bank of Belize. Advances to the DA would be made based on the forecast of eligible expenditures for a six-month period, in with the DFIL. As eligible expenditures are incurred, the PPPMU would withdraw the amount to be financed by the Bank from the DA in accordance with the Financing Agreement. The PPPMU would operate a local currency account at a financial institution in Belize acceptable to the Bank, where funds from the U.S. dollar DA would be periodically transferred to finance project expenditures in local currency. .

5. The Disbursement deadline is four months after the project Closing Date specified in the Financing Agreement, or as may be communicated to the GoB by the Bank.

6. The MOHW PPPMU will prepare a Statement of Expenditure when payments are processed to report to the Bank. Expenditures financed under the loan will be documented in the bank client connection using Statements of Expenditure.

7. The Financing Agreement provides for the retroactive financing of up to 70 percent of the financing agreement proceeds for reimbursement of eligible expenditures consistent with the PDO, incurred prior but no more fourteen (14) months to the signing of the Financing Agreement. The reimbursement method of disbursement will be used.

GOB PFM law stipulates that an official bank account should not operate in overdraft without the prior permission of the Minister of Finance. In the event that an account is overdrawn, the Accountant General and Auditor General should be duly advised. Resulting bank charges will subsequently be debited to an advance account in the name of the officer concerned (Section 308 of the Financial Orders).

### *Bank Reconciliations*

Bank reconciliations should detail all outstanding checks and deposits and be signed by the officer who prepare it. Another officer should check the reconciliation, both of whom should be independent of drawing on the account or keeping of the cash book (Section 304 of the Financial Orders). See **Table 7 Duties of Checking Officer**.

Since Project accounts are being recorded in both Smart Stream and QuickBooks, the PPPMU will need to ensure that both systems reconcile; the PPPMU will also need to reconcile with Bank's Client Connection. Although the Financial Orders provide for independent reconciliation, this process is not readily evident in the Smart Stream procedures (**Annex 20. Smart Stream Procedures**), and the project will ensure that both systems reconcile.

**Table 7 Duties of Checking Officer (Project Accountant)**

| <b>Duties of the Checking Officer Project Accountant)</b><br><i>Section 305 of the Financial Orders</i> |   |
|---|---|
| (a)   | Verify the opening and closing balances by reference to the bank statement and cash book respectively.  |
| (b)   | Verify the casting of the reconciliation of the statement.  |
| (c)   | Verify that all outstanding from prior period are genuine by verifying that they are included in the reconciliation statement as at the end of the previous month and do not appear on the bank statement for the current month.  |
| (d)   | Verify 100% of the outstanding shown on the reconciliation statement from current month to satisfy himself that such outstanding are genuine by identifying the original cash book entries and scrutinizing the bank statements from the date of entries to the end of the current month to see that the entries are reconciled.                |
| (e)   | The checking officer (Project Accountant) should sign the reconciliation statement “checked in accordance with Financial Order 305 and found in order” or if an exception was found, the exception should be noted for resolution. The checking officer (Project Accountant) should date his/her signature and state his/her name and position. |

*Authorization Scheme and Approving Mechanisms*

The PPPMU’s financial information system and internal control system provides guidance in regards to processing of payments and the various authorization levels in both GOB’s Smart Stream System and QuickBooks. It also governs how disbursements by funders are recorded and how payments for procurement are processed in both GOB’s Smart Stream System and QuickBooks. See **Table 8 Authorization Scheme and Approving Mechanism**

The MOHW maintains a Register of Contracts funded from all votes and projects under the control of the respective accounting officers. The PPPMU is required to submit copies of all contracts and register same in a timely fashion with the Finance Officer at the MOHW. This register is also used to report the yearly accumulation of contracts engaged to the Contractor General and the tax authorities.



**Table 8 Authorization Scheme and Approving Mechanism**

|  |
|--|
| <p style="text-align: center;"><b>Authorization Scheme and Approving Mechanism</b><br/><i>PPPMU'S Internal Control Structure</i><br/><b>(Annex 19. PPPMU Internal Control Structure See Annex 0)</b></p> <p><u>Requisitions</u></p> <ul style="list-style-type: none"><li>(a) Requisitions for purchase orders in duplicate are first initiated and authorized by the PPPMU's Director and in her absence by the Project Accountant.</li><li>(b) Creation of purchase orders and payment vouchers (invoices) by the Assistant Project Officer.</li><li>(c) Authorization (approval and signature) should be obtained from the CEO in the MOHW prior to purchase order creation where individual items cost more than Bz \$1,000. The Contractor General may be required to review all contracts before implementation regardless of the size of the contract.</li><li>(d) Purchase order matching by the Assistant Project Officer.</li></ul> <p><u>Smart Stream</u></p> <p><i>Payments not exceeding Bz \$10,000</i></p> <ul style="list-style-type: none"><li>(a) Purchase order approval and signature by MOHW's PPPMU Director.</li><li>(b) First authorization of ensuing payment vouchers by the Project Accountant.</li><li>(c) Second (final) authorization of payment vouchers by MOHW's PPPMU Director.</li></ul> <p><i>Payments of Bz \$10,000 or more</i></p> <ul style="list-style-type: none"><li>(a) First authorization by MOHW's PPPMU Director.</li><li>(b) Second and third (final) authorization by the GOB Treasury.</li></ul> <p><u>Notes</u></p> <ul style="list-style-type: none"><li>(a) Original requisition must accompany request for purchase order approval.</li><li>(b) Certification signed by MOHW's PPPMU Director and Project Accountant replaces Smart Stream invoice for effecting foreign payments.</li><li>(c) Hardcopies of the above documents are endorsed by the respective authorized signatories and forwarded to PPPMU's Project Accountant for verification on the Smart Stream System and for final entry in PPPMU's accounts utilizing QuickBooks.</li><li>(d) The financial staff of the MOHW also has the authority to operate all stages of this process independently, except for final authorization and check creation.</li></ul> |
|--|

*Petty Cash*

The Project will not maintain a Petty Cash account.

## *Purchase Orders*

GOB's Purchasing Operations Manual outlines the steps required for creating purchase orders using Smart Stream which includes both off-line and on-line procedure. Upon receiving a requisition, the following procedures should be followed (off-line procedures):

- (a) Check requisition to determine whether a quotation is required.
- (b) Send RFQ to suppliers.
- (c) Summarize quotations when received from suppliers.
- (d) Forward quotations to the respective ministry/department for their evaluation.
- (e) Once quotations are returned by the department with the preference indicated, the purchase order should be prepared and dispatched.

Before creating a purchase order in Smart Stream, Project accounting staff should check whether a vendor is already listed in the system. If not, the vendor will need to be added as outlined in GOB's Purchasing Operations Manual.

The said manual also provides steps for the following procedures: assigning a purchase requisition to a buyer, preparing purchase order, adding a new purchase order, changing a purchase order, closing a purchase order line schedule to receiving, canceling or deleting purchase orders, etc. Smart Stream's Funds Control feature allows MOHW to check whether there are funds available before creating purchase orders and approving payments.

Once funds are available, invoices should be created using Smart Stream's Payables feature (**Annex 20. Smart Stream Procedures**). Smart Stream also has features which will enable MOHW to withhold the 3% business tax from contractors' payments.

## *Payment Vouchers*

All requests for payments should be supported by payment vouchers. Vouchers should be made out in favor of the person or persons to whom the money is actually due. GOB regulations provide further guidance in reference to payment vouchers. See **Table 9 GOB Payment Vouchers in Smart Stream**.

**Table 9 GOB Payment Vouchers in Smart Stream**

| <b>GOB – Payment Vouchers in Smart Stream</b>           |  |
|---|--|
| <i>Section 366 of the Financial Orders*</i>             |  |
| (a)   | Assistant Project Officer creates payment vouchers in Smart Stream which should include full particulars of each service such as, dates, numbers, quantities, distances and rates, so as to enable them to be verified without reference to any other document and be supported by relevant documents such as invoices, etc. Assistant Project Officer also endorses payment vouchers to signify that the physical items have been received and included in inventory. |
| (b)   | Appropriate authority for expenditure is documented.   |
| (c)   | Combination of the estimates if above the line, or as appropriate if below the line should be recorded.  |
| (d)   | The amount of the payment should be written in words across the face and payment should not exceed the sum authorized.   |
| (e)   | Payment vouchers presented to the Treasury after request has been authorized at two levels – PPPMU’s Financial Officer and the MOHW’s Financial Officer (electronic and hardcopy).   |
| (f)   | Hardcopies of the above documents should be endorsed by the respective authorized signatories and forwarded to PPPMU Financial Officer for verification on the Smart Stream System and for final entry in PPPMU accounts utilizing QuickBooks.   |
| <i>*Eclipsed by Smart Stream electronic procedures.</i> |  |

*Receipts*

GOB Regulations provide guidance on issuance of receipts, however, since the resources are managed directly by the MOHW and payment made directly by the Treasury, these regulations are not applicable to the PPPMU. The PPPMU can tract the processing of payments via the Smart Stream System from start to end (Section 2 of the Financial Orders).

GOB’s Purchasing Operations Manual highlights the procedures for receiving goods, which includes checking whether the quantity received matches the quantity due, recording receipt of items on Smart Stream, procedures for converting units of measures and for reversing receipts. In the event that a matching exception occurs, i.e. if an invoice does not synchronize with a purchase order or with goods received, Smart Stream also provides guidance on steps required to process such exceptions, however exceptions are only permitted for invoices that exceed unit price tolerance.

*Fixed Assets*

The PPPMU’s Internal Control Structure (**Annex 19. PPPMU Internal Control Structure**) provides for the management of fixed assets. Fixed assets should be entered in the QuickBooks Fixed Assets Register whether the items were purchased directly or indirectly from public resources or received as a gift.

Each employee is responsible for ensuring the safety of the fixed assets as per the PPPMU's internal controls and the Stores Order of 1968. Losses should be reported immediately for processing and investigations as required by the Stores Orders of 1968. Fixed assets should be etched or branded with an indelible code number for identification purposes. If an item is deemed unserviceable, it should be considered for write off or other disposal by a Board of Inspection comprised of representatives of the Bank, PPPMU, and the MOHW as recommended by the external independent auditor.

Fixed assets should be verified at least annually, and a report submitted on the prescribed form. Periodic spot checks should be included as a feature of the PPPMU's internal controls. GOB's stock verifier also conducts periodic checks.

### *Inventory*

The PPPMU will prepare a vaccine reconciliation statement at the end of each financial year, which will be presented to external auditors for audit along with the annual financial statements.

The vaccines are managed using the supply chain management module within the Belize Health Information System. Vaccine doses can be tracked electronically from receipt at the national vaccine storage facility up to the individual receiving the vaccine. The inventory of vaccines is available in real time by health facility.

### *Financial Reports and Statements*

#### *Accounting Records*

The MOHW, a public sector entity should prepare its financial statements in accordance with International Public Sector Accounting Standards, and, for matters with respect to which the International Public Sector Accounting Standards are silent, with reference to International Accounting Standards, International Financial Reporting Standards and the applicable financial statements.

At a minimum, the following principles will be incorporated by the PPPMU:

- (a) Financial reports must faithfully present the financial position and changes in the operations subject to reporting.
- (b) All financial transactions must be reported in the period incurred, so that administrators can effectively control and report them properly.

#### *Preparation of the Project's Financial Statements*

The preparation of the financial statements should be guided by the templates provided by the Bank (See **Table 10 Bank Requirements Financial Reports** and the relevant PFM legal frameworks for the GoB.

***Table 10 Bank Requirements Financial Reports***

| <b>Bank Requirements - Financial Reports</b>  |  |
|---|--|
| 8   |  |
| <b>(a) Statement of Sources and Uses of Funds</b>   |  |
|   | The Statement of Sources and Uses of Funds recognizes funds received from the Bank, counterpart, and other financing sources; capital outlays for implementation; provision of payments made and outstanding to the Bank at fiscal year-end; and cash balances for which the IA is accountable. In addition, when applicable, these statements should reflect contributions in kind such as hours of work and the use of the borrower's facilities or goods. In the event that the borrower or co-finance provider provides goods, works and/or services financed directly by them, the fair value of such assets will be valued reasonably to determine and recognize the contributions in kind. If the fair value cannot be determined, relevant disclosures will be made in the notes to the financial statement. |
| <b>(b) Statement of Use of Funds by Project Component/Activities and by Disbursement Categories</b> |  |
|   | These Statements should disclose for each Project component and source of financing, the opening balance of funds invested in the Project at the start of each reporting period, the movements during such period and the closing balance, as well as cumulatively.  |
| <b>(c) Explanatory notes</b>  |  |
|   | These should disclose the accounting policies used and other relevant information for the intended users of the financial report. These notes must be consistent with and include cross-references.  |
| <b>(d) Other reports or transaction details</b>   |  |
|   | Other reports or transaction details of a financial nature may vary based on the type of Project and will be agreed by the IA and the Bank. The Bank also requires a Designated Account Reconciliation and a Project Forecast.   |

***Reporting Currency***

Financial reports should be submitted to the Bank in US dollars. The project will disclose the exchange rate in the financial reports to which they relate, the rate that was used to translate the US Dollars to Belize Dollars in the project accounts.

***Other Reports or Transaction Details***

Other reports or transactions details could include: a report on the preparation and submission of disbursement requests, and on procurements for such investments; evaluation report on the system of internal controls; assurance report on the content of the financial plan; report on compliance with the operational guide, the contract or financing agreement.

### ***Unaudited Interim Financial Reports***

The IFRs form the basis for the Bank's disbursement of project financing. The IFRs are due no later than forty-five days after the end of each calendar quarter. (**Annex 17. IFR Statement Template**)

The IFRs provide required monitoring information and include a narrative outlining the major achievements of the Project for the relevant quarter, the sources and uses of funds, and necessary payments against prior reviewed procurement contracts.

The Project Accountant/Financial Specialist is responsible for compiling the financial section of the report, while the Procurement Manager and Procurement Officer are responsible for the narrative section.

A separate request for the Reimbursement for the retroactive expenditures will be submitted to the Bank, after the Project effectiveness.

The IFR will include the full elements of the IFRs. The elements of the IFRs are as follows:

- 1-A Project Sources and Uses of Funds
- 1-B Uses of Funds by Project Activity
- 1-C Uses of Funds by Disbursement Categories
- 1-D Special Account Reconciliation Statement
- 1-E Project Forecast
- 1-F Bank Account Reconciliation Statements

1-G List of contracts requiring prior approval

1-H Contracts subject to post review

### **Annual Financial Statements**

The annual financial statements will include the Project's sources and uses of funds; a detailed analysis of expenditures; a schedule of withdrawal applications presented during the year, a reconciliation of the Designated Account; the notes to the financial information; and a management representation letter. These reports will be prepared by PPPMU and made available to the auditors three months after the end of each fiscal year.

### ***Auditing***

The financial statements of the Project will be audited by an independent external auditing firm on terms of reference (ToR) acceptable to the Bank. The Financial Statements will be audited in line with international standards on auditing (ISAs) and other auditing standards, as issued by the International Federation of Accountants (IFAC).

The auditors will express the ‘audit opinion’ on the project financial statements and they will issue the audited financial statements (AFSs) to the PPPMU/MoH. The auditors will also issue the management’s representation letter highlighting the internal controls for the project. The PPPMU/MoHW will respond to the management issues as highlighted by the auditors. The PPPMU/MoHW will prepare a ‘Remediation Action Plan (RAP)’ outlining how the project management will implement the audit recommendations.

If there is a fraud and corruption allegation in the project, the auditor should follow ISA Sections 240 and 240A and report the findings in the audit report or prepare and submit to MOHW’s senior management a confidential report detailing the findings. It is the responsibility of the MOHW/GoB to investigate any fraud and corruption issues for the project in line with the World Bank Anti-Corruption Guidelines. The MOHW will inform the Bank about such findings and thereafter, inform the Bank about the outcome of the investigations.

### *Audit Objectives*

The overall objective of this engagement is to allow the auditor to express a professional opinion on the financial position of the project at the end of the period audited, the eligibility of expenditures, compliance with applicable laws, regulations and financial clauses of the loan agreement and to report on the adequacy of the internal controls over the use of funds for intended purposes. The engagement will include an audit of resources provided by the Bank and an assessment of the internal controls of the project at all levels. The auditors are expected to conduct selected field visits to ascertain internal controls over the use of funds for intended purposes. The Bank funds shown in the Project financial statements should also be reconciled with Bank’s records. The auditors will also review the project’s internal control system and issue the management representation letter as part of the audit reports at the end of each fiscal year.

### *Audit Scope*

The audit must include adequate planning, evaluation and testing of the internal control structure and systems; and obtaining sufficient objective evidence to allow the auditors to reach to reasonable conclusions so that accordingly to make their opinions. In conducting their work, the auditors should pay special attention to the **Table 11 Audit Scope** below.

**Table 11 Audit Scope**

| <b>Audit Scope</b> |   |
|--------------------|---|
| (a)                | The audit will be conducted in accordance with International Standards on Auditing.   |
| (b)                | In complying with International Standards on Auditing, the auditor is expected to pay particular attention to the following matters:<br><ul style="list-style-type: none"> <li>-The auditor should consider the risks of material misstatements in the financial statements due to fraud as required by International Standard on Auditing 240: The Auditor's Responsibility to Consider Fraud in an Audit of Financial Statements.</li> <li>-The auditor should recognize that non-compliance by the entity with laws and regulations may materially affect the financial statements as required by International Standard on Auditing 250: Consideration of Laws and Regulations in an Audit of Financial Statements.</li> <li>-The auditor should communicate audit matters of governance interest arising from the audit of financial statements with those charged with governance of an entity as required by International Standard on Auditing 260: Communication of Audit Matters with those Charged with Governance.</li> <li>-The auditor should determine overall responses to assessed risks at the financial statement level and should design and perform further audit procedures to respond to assessed risks at the assertion level as required by International Standard on Auditing 330: The Auditor's Procedures in Response to Assessed Risks.</li> </ul> |
| (c)                | In evidencing compliance with agreed Project financing arrangements, the auditor is expected to carry out tests to confirm that:<br><ul style="list-style-type: none"> <li>-All external funds have been used in accordance with the conditions of the relevant financing agreements.</li> <li>- Counterpart funds have been provided and used in accordance with the relevant financing agreements.</li> <li>-Goods, works and services financed have been procured in accordance with relevant financing agreements, including specific provisions of the Bank's Procurement Policies and Procedures.</li> <li>-All necessary supporting documents, records, and accounts have been maintained in respect of all Project activities.</li> <li>- Review the internal controls of the project.</li> </ul>   |

***Audit of Financial Reports***

When the Bank co-finances a project with other donor/financier, a consensus may be sought on the content, deadline and frequency of project financial statements. The requirement, content, frequency and deadlines of such reports will be determined during Project preparation and adjusted during implementation according to the need for information, updating the risk analysis, or other circumstances to enable proper administration of the Project and timely reporting to the Bank.

The Bank requires that the audit of financial reports be performed annually and at completion of Project, unless otherwise agreed under the following circumstances:



The standard submission due date will not be more than six months after the cut-off date agreed between the Borrower and/or IA and the Bank.

The project's first audit will cover retroactive expenditures and regular expenditures incurred as of 31 March 2022 and will be due to the Bank within six months from the end of such period.

The last audited financial statement must be presented within six months following the Project closing date.

Audit report and audited financial statements will be disclosed to the public in accordance with the World Bank's policy on access to information. However, the Management Letter will not be published alongside the audited financial statements of the project.

### *Hiring of Independent Auditor*

The PPPMU will prepare the auditors', which will be reviewed by the World Bank and will include an expanded term of reference to provide an opinion on the eligibility of retroactive expenditures, and verify the adequacy of internal controls to receive, store, record and deploy vaccines financed under the Financing Agreement.

The process of selection of an audit firm should be in compliance with the Bank's requirements and with the Procurement Plan which states that the standard method for selecting an audit firm is the Least Cost Based Selection (LCS) methodology.

Requests for Proposals (RFP) should be sent to a shortlist of eligible audit firms for the provision of auditing services for the independent audit of the Project. The Bank in Belize maintains a list of eligible audit firms, in the event there is no list, then this will need to be advertised. The RFP should include a letter of invitation, instructions for auditors (including the Data Sheet and Evaluation Criteria and Scoring), standard forms for the technical and price proposals, the TOR, and a standard contract. Technical proposals will be assessed by the Evaluation Committee based on the evaluation criteria and scoring system specified in the RFP. Once the Bank has issued its no-objection to the Technical Evaluation Proposals, the PPPMU may proceed with the public opening of the price proposals. The firm obtaining the highest combined technical and pricing scores will be invited to negotiate with the PPPMU. The negotiations will conclude with a review of the preliminary contract. In order to complete the negotiations, the IA and the auditor shall initial the draft of the contract they have agreed upon. If the negotiations should end in failure, the IA shall invite the auditor whose proposal received the second-highest score to negotiate a contract ensuring compliance with the Bank's procurement policies and procedures.

*GOB's Auditor General and Accounting Officers*

In accordance with Section 12 of GOB's Finance and Audit (Reform) Act, No. 12 of 2005, the Auditor General, on behalf of the National Assembly, is tasked with auditing the accounts of all accounting officers and of all persons entrusted with the collection, receipt, custody, issue or payment of public moneys, or with the receipt, custody, issue, sale, transfer or delivery of any stamps, securities, stores or other GOB property of any kind.

In his role as Auditor General, he will need to ascertain whether all reasonable precautions have been taken to safeguard the collection of public moneys and that the laws, directions and instructions relating thereto have been duly observed; that all public moneys disbursed have been expended and applied under proper authority and for the purpose or purposes intended by such authority; and all reasonable precautions have been taken to safeguard the receipt, custody, issue and proper use of GOB property, including stamps, securities and stores, and that the laws, instructions and directions relating thereto have been duly observed. See **Table 12 Responsibilities of Accounting Officer**

The Auditor General should not be required to undertake any examination of accounts partaking of the nature of a pre-audit which involves acceptance by him of responsibility which would preclude him from full criticism of any accounting transaction after such transaction has been duly recorded.

***Table 12 Responsibilities of Accounting Officer***

| <b>Responsibilities of Accounting Officers</b><br><i>Chapter 1(3) of GOB's Financial Orders</i> |   |
|---|---|
| (a)   | Authorizing all payments from the votes or funds under his control.   |
| (b)   | Furnishing the MOHW, the Accountant General, the MEF and the principal auditors with any information called for concerning finance, accounts and stores.  |
| (c)   | Ensuring that the work of the Project is carried on within the framework of approved policy, without waste.   |
| (d)   | Maintaining Project accounts and financial records in accordance with detailed instructions issued by the MEF.  |
| (e)   | Producing financial, accounting and stores records for audit.   |
| (f)   | Arranging a system of internal checks and internal control covering all aspects of revenue and expenditure (including below-the-line transactions), cash, stores and GOB property in MOHW and for ensuring that it is adhered to rigidly. |

*Disbursement Arrangements*

*General guidelines and procedures*

In accordance with the World Bank’s Disbursement Guidelines for Investment Project Financing, the Financing Agreement and Disbursement Letter, there are specific procedures and requirements for disbursement of Project funds. Specifically, the guidelines set out:

- (a) The different arrangements used by the Bank to disburse funds to the designated account.
- (b) The requirements for withdrawals.
- (c) The types of supporting documentation that the borrower may be required to provide to demonstrate use of Project funds for eligible expenditures.
- (d) The criteria for establishing designated accounts.
- (e) The terms and conditions applicable to advances.
- (f) The types of disbursement-related actions that the Bank may take if it determines that Project funds are not needed or have been used for ineligible purposes.
- (g) The disbursement consequence of refunds.

#### *Disbursement methods*

The Bank may make disbursements through any of the following disbursement methods depending on the liquidity needs of the Project. See **Table 13 World Bank's Disbursement Methods**.

***Table 13 World Bank's Disbursement Methods***

| <b>World Bank’s Disbursement Methods</b>  |  |
|---|--|
| <i>Section 2 of the World Bank’s Disbursement Guidelines for Investment Project Financing (February 2017)</i> |  |
| <i>Disbursement Letter (June 2022)</i>  |  |
| (a)   | Reimbursement – The World Bank may reimburse the IA for expenditures eligible for financing pursuant to the Financing Agreement (eligible expenditures) that the borrower has prefinanced from its own resources.  |
| (b)   | Advance – The World Bank may advance funds into a designated account of the borrower to finance eligible expenditures as they are incurred and for which supporting documents will be provided at a later date.  |
| (c)   | Direct payment – The World Bank may make payments, at the borrower’s request, directly to a third party (for example, supplier, contractor, or consultant) for eligible expenditures.  |
| (d)   | Special Commitment – The World Bank may pay amounts to a third party for eligible expenditures under special commitments entered into, in writing, at the borrower’s request and on terms and conditions agreed between the World Bank and the borrower. |

#### *Withdrawal requirements*

MOHW will submit applications for withdrawals (with supporting documents) electronically through the Bank's web-based portal "Client Connection" in conformity with the Bank's requirements.

#### *Authorized signatures*

Before funds can be withdrawn or committed, an authorized representative of the borrower (as per the Financing Agreement) must furnish the Bank, electronically through the Client Connection Portal, or through an authorized signatory designation letter, the name (s) of the official (s) authorized to sign and submit applications for withdrawals and applications for special commitments; and to receive Secure Identification Credentials from the Bank.

The Bank must be notified of any changes in signature authority, either electronically in Client Connection or through an updated authorized signatory designation letter.

Two signatures are required to sign withdrawal applications, one signature must be from the MOHW and the other from the MOF. The authorized MOHW representatives are the Chief Executive Officer, Finance Officer and Director of the PPPMU, and MOF representatives include the Financial Secretary and Senior Advisor, MOF.

#### *Minimum value of applications*

The Bank establishes a minimum value for applications for reimbursement, direct payment, and special commitment and reserves the right not to accept applications below such minimum value.

The Bank will only process applications after the effective date of the Financing Agreement, including expenditures:

*Paid* for on or after the date of the Financing Agreement, or alternatively, if retroactive financing is allowed, on or after the earlier date specified in the Financing Agreement for that purpose.

*Incurred* on or before the closing date specified in the Financing Agreement, except as otherwise specifically agreed with the Bank.

#### *Supporting documentation for eligible expenditures*

Supporting documentation should show that Project funds have been or are being used to finance eligible expenditures.

#### *Types of supporting documentation*

Supporting documentation includes either copies of the original documents evidencing eligible expenditures (records) or summary reports of expenditure (summary reports).

Records include such documents as invoices and receipts. A summary report may be either (a) the interim unaudited financial report or (b) a statement of expenditure summarizing eligible expenditures paid during a stated period (Statement of Expenditure). Original documents are required to be retained evidencing eligible expenditures and making them available for audit or inspection by the Bank.

*For application for reimbursement*

- Interim financial reports
- Statements of Expenditure
- Records

*For reporting on the use of advances*

- Interim financial reports
- Statements of Expenditures
- Records

*For applications for direct payments*

- Records such as copies of supplier invoices
- Bank guarantee for advance or retention payment

*For applications for Special Commitment*

- Copy of the Letter of Credit (with valid expiry date) that the commercial bank has issued.
- SWIFT message must be sent by the commercial bank

Supporting documentation should be properly cross-referenced. MOHW should ensure that payments made with Project funds are suitably identified in the accounting records and deposited in specific accounts. Supporting documentation should be sufficient to validate payment and should include reliable information on rate of exchange, procurement, contracts, origin of goods and services, supplier's certificate and other acceptable documentation. Acceptable documentation could include canceled invoices, provider's receipts, legible canceled checks, custom duty certificates, work contracts, bill of lading or any other voucher which would meet the Bank's requirements. **(Annex 25. MOF Exemption Form and Annex 26. Duty Exemption Request)**

*Criteria for establishing designated account*

Before the Bank authorizes establishment of a designated account, the borrower must have adequate administrative capability, internal controls and accounting and auditing procedures to ensure effective use of the designated account.

Two types of designated accounts are allowed by the Bank: (a) segregated account where only proceeds of the Financing Agreement may be deposited; (b) pooled account – where funds from the Financing Agreement is pooled with counterpart funds.

A US dollar bank account will be established as a special bank account in the name of the Project opened by the IA in the Central Bank from which funds will be transferred to a GOB account once Justifications have been approved by the Bank (essentially a reimbursement to GOB). Each withdrawal application should indicate complete wire instructions, including the names and addresses of the correspondent and beneficiary's banks, bank account numbers, etc.

#### *Advances – terms and conditions*

The Bank may establish a ceiling for the designated account as either (a) a fixed amount, or (b) an amount that is adjusted from time to time during Project implementation on the basis of periodic forecasts of Project cash flow needs.

Application for advances may be in the amount up to the ceiling less the aggregate amount of those advances previously received for which supporting documentation has not yet been provided. Normally, the Bank does not advance funds after the closing date.

All amounts deposited into the designated account must be accounted for and their use reported periodically and prior to disbursement deadline date, otherwise, unaccounted or remaining funds in the designated account must be refunded to the Bank.

The Bank may withhold advances if:

- (a) The Bank determines that payment of the deposit would result in exceeding the ceiling.
- (b) The Bank is not satisfied that the planned Project expenditures justify the deposit. The Bank may adjust the amount it deposits or withhold further deposits until it is satisfied that the financial needs of the Project warrant further deposits.
- (c) The borrower fails to take the action required pursuant to the determination made by the Bank under subsections 7.1 and 7.2 of the Bank's Disbursement Guidelines.
- (d) The borrower fails to provide any of the audited financial statements required in accordance with, and within the period of time specified in the Financing Agreement.
- (e) The Bank determines that all further withdrawals should be made by the borrower directing from the Bank's Financing Account.
- (f) The Bank has notified the borrower of its intention to suspend in whole or part the borrower's right to make withdrawals from the Financing Agreement Funds.

If at any time the Bank determines that any amount deposited in the designated account will not be required to cover further payments for eligible expenditures, it may at its discretion, require the borrower to: (a) provide evidence satisfactory to the Bank within a period specified by the Bank that the excess amount will be used to pay for eligible expenditures. If the evidence is not furnished within the time period specified, the borrower must promptly refund the excess amount to the bank; or (b) refund the excess amount promptly.

#### *Disbursement-related actions regarding ineligible expenditure*

If the Bank determines that any amount of the Financing Agreement was used to pay for ineligible expenditure, the Bank may require the borrower to take one of the following two disbursement-related actions: (a) refund an equivalent amount to the Bank; (b) exceptionally, provide substitute documentation evidencing other eligible expenditures.

If the Bank determines that any payment out of the designated account was not justified by the evidence furnished to the Bank or was made for an ineligible expenditure, the Bank may at its discretion require the borrower to take one of the following actions: (a) provide additional evidence; (b) deposit an equivalent amount into the designated account; (c) refund an equivalent amount to the Bank; (do) exceptionally, provide substitute documentation evidencing other eligible expenditures.

#### *Disbursement consequence of refunds*

The borrower can decide to refund all or any amount of Financing Agreement funds to the Bank for credit to the financing agreement, however, the Bank shall determine whether refunds will be credited to the Financing Agreement as this may result in (a) swap termination fees, (b) unwinding costs for amounts for which the interest rate basis or currency has been converted or hedge, (c) or both.

Refunds of Financing Agreement amounts do not affect other legal rights and obligations of the parties under the Financing Agreement.

#### *Taxation*

Section 2.06 of the General Conditions for IBRD Investment Project Financing state that the use of any Financing Agreement proceeds to pay for taxes levied on or in respect of eligible expenditures, or on their importation, manufacture, procurement or supply, if permitted by the Financing Agreement, is subject to the Bank's policy of requiring economy and efficiency in the use of Financing Agreement proceeds. If the Bank at any time determines that the amount of any such tax is excessive, or that such tax is discriminatory or otherwise unreasonable, the Bank may by notice to the Borrower, adjust the percentage of such eligible expenditures to be financed out of the Financing Agreement proceeds.

The GOB amended the General Sales Tax Act to provide for the exemption of goods and services supplied to GOB in April 2010 (SI No.38 of 2010-**Table 14 Guidance Regarding Implementation of SI No 38 of 2020**) and in April 2018 (SI No. 20 of 2018). The amendments specifically state that the following goods and services supplied to or procured by GOB are exempt of GST:

- (a) All importations by GOB.
- (b) All goods and services supplied to GOB locally under a written contract between GOB and any foreign donor agency for the supply of such goods and services.

**Table 14 Guidance Regarding Implementation of SI No 38 of 2020**

**Guidance Regarding Implementation of SI No. 38 of 2010**

*Ministry of Finance Circulars No. 3 and No. 7 of 2010*

- (a) **Importations by GOB** - Direct importations from abroad will continue to use the Customs Entry System, i.e., entry signed by the importing Ministry and countersigned by the authorized officer at the MOF. All such purchases must obtain prior foreign purchase approval from the MOF.
- (b) **Goods and services supplied locally under a contract** – As a general rule, goods and services procured by GOB should be under a written contract, whether evidenced by a formal contract or a purchase order. Only in exceptional cases should GOB order goods or services orally (e.g. in disasters), and in every such case, details thereof should be supplied to the MOF in advance for approval. This will also apply to contract payments financed by external donor grant funds or financing agreement funds.

*Project Closing*

***Final Reconciliation***

At the Project closing, final reconciliation of capital revenue and expenditure in the Project Accounts must be prepared by the PPPMU and submitted to the CEO in the MOHW and the MOF. The reconciled balance should be approved by the MOF before any refund, of unspent balance, can be made to the Bank.

***Closure of Bank Account***

Correspondence is to be submitted to the MOF requesting closure of the Project bank account held at the Central Bank of Belize. Any unspent balances should be transferred to the Bank.

***Remittance of unspent funds***

Remittance of any unspent funds, to the Bank, should be recorded in the Project's accounting system. In this regard, an invoice to the value of the reconciled unspent balance will be issued by the PPPMU, containing pertinent instructions for the transmittal of such funds to the Bank. Upon approval of the invoice, the funds will be transmitted by wire transfer accordingly.



## 9. PROCUREMENT ARRANGEMENTS

### *Introduction*

This section of the OVDDM focuses on the procurement procedures which Project Management should follow throughout Project implementation. Since the Project is being funded by Bank, Project Management should comply with the Bank's procurement policies. Procurement under the Project will be carried out in accordance with the WB's Procurement Regulations for Investment Project Financing Instrument (IPF) Borrowers for Goods, Works, Non-Consulting and Consulting Services, dated November 2020. (**Annex 15. World Bank Procurement Regulations**)

All Bank-financed procurement processes shall be included in the Procurement Plan through STEP system, and shall be approved by the Bank, prior to implementation. (**Annex 28. Draft Procurement Plan**)

In addition, all procurement methods and procedures must be consistent with the Bank's Procurement Core Principles, the Bank's Anti-Corruption Standards and Sanctions Framework, and Procurement Provisions contained in the Financing Agreement. This includes the use and enforceability of the Bank's standard bidding documents and the use of documents acceptable to the Bank. The model base documents will be reviewed and agreed upon during implementation.

Procurement will be carried out by the PPPMU.

### *Core Procurement Principles*

The Bank's Procurement Regulations are guided by the following core procurement principles: value for money (See **Table 15 Adherence to Bank's Principles of Value for Money**), economy, integrity, fit for purpose, efficiency, transparency and fairness.

*Table 15 Adherence to Bank's Principles of Value for Money*

#### **Adherence to Bank's Principles of Value for Money**

- (a) Ensuring integrity throughout the procurement process.
- (b) A clear statement of needs and procurement objectives.
- (c) A procurement approach that is proportional to the risk, value, context, nature, and complexity of the procurement.
- (d) Appropriate specification of the requirements.
- (e) Selection of appropriate contractual arrangements.
- (f) Suitable evaluation criteria.
- (g) Selection of the firm that best meets the needs and objectives of the procurement.
- (h). Effective contract management to ensure successful implementation of the contract and ensure that the deliverables are met as agreed in the contract.

## *Fraud and Corruption*

The Project will also be subject to the Bank's Guidelines on Preventing and Combatting Fraud and Corruption (F&C) in Projects Financed by IBRD Loans and IDA Credits and Grants (July 2016). These Guidelines set out the general principles, requirements and sanctions applicable to persons and entities which receive, are responsible for the deposit or transfer of, or take or influence decisions regarding the use of, Bank proceeds. (**Annex 14. World Bank Guidelines for Preventing Fraud and Corruption**)

The Bank requires the application of and compliance with its F&C Guidelines, including without limitation the Bank's right to sanction, and the Bank's right to inspect and audit. The Bank will not finance any contracts that do not include the Bank's F&C related clauses.

The Bank requires that Recipients (including beneficiaries of Bank financing agreement); bidders (applicants / proposers), consultants, contractors and suppliers; any sub-contractors, sub-consultants, suppliers of goods or service providers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during the procurement and competitive selection process and refrain from F&C. To this end, the following are extracts from the Bank's F&C Guidelines that the implementing agency(ies) should consult at all times with regards to F&C:

- a. Defines, for the purposes of this provision, the terms set forth below as follows:
  - i. "Corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party.
  - ii. "Fraudulent practice" is any act or omission, including a misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation.
  - iii. "Collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party.
  - iv. "Coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party.
  - v. "Obstructive practice" is: deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators, in order to materially impede the Bank investigation into allegations of corrupt, fraudulent, coercive, or collusive practice; and/or the threatening, harassing or intimidation of any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or acting intentionally to materially impede the exercise of the Bank's inspection and audit rights.

- b. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, sub-consultants, sub-contractors or suppliers of goods and service providers, and/or their employees, have, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question.
- c. In addition to the legal remedies set out in the relevant Legal Agreement, may take other appropriate actions, including declaring mis-procurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceeds of the Financing Agreement engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contract in question, without the Borrower having taken timely, adequate and appropriate actions satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices.
- d. 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 any firm or individual – determined at any time by the Bank to have engaged in F&C in connection with the procurement process, selection and/or execution of a Bank-financed contract.
- e. Requires that a clause be included in RFB /RFP documents RFPs and in contracts financed by a Bank Financing Agreement, requiring bidders (applicants/proposers), consultants, contractors and suppliers; and their sub-contractors, sub-contractors, agents, personnel, consultants, service providers or suppliers of goods, permit the Bank to inspect all accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank.
- f. Requires that, for Bank-financed operations to be implemented utilizing national procurement arrangements, as well as Public-Private Partnerships (PPPs), agreed by the Bank, bidders (applicants/proposers) and consultants submitting bids/proposals will be required to accept the application of, and agree to comply with, the Anti-Corruption Guidelines during the procurement process, selection and/or contract execution, including the Bank's right to sanction as set forth in paragraph 2.2 d., and the Bank's inspection and audit rights as set forth in paragraph 2.2 e. Borrowers shall consult and apply the World Bank Group's lists of firms and individuals suspended or debarred. In the event a Borrower signs a contract with a firm or an individual suspended or debarred by the World Bank Group, the Bank does not finance the related expenditures and may apply other remedies as appropriate.
- g. Requires that, when a Borrower selects a United Nations (UN) agency to provide goods, works, non-consulting services and technical assistance services in accordance with paragraphs 6.47-6.48 and 7.27-7.28 of these Procurement Regulations under an

agreement signed between the Borrower and the UN agency, the above provisions of paragraph 2 of this annex regarding sanctions on F&C shall apply in their entirety to all contractors, consultants, sub-contractors, sub-consultants, service providers, suppliers, and their employees, that signed contracts with the UN agency. As an exception to the foregoing, paragraphs 2.2 d. and 2.2 e. do not apply to the UN agency and its employees, and paragraph 2.2 e. does not apply to the contracts between the UN agency and its service providers and suppliers. In such cases, the UN agency applies its own rules and regulations for investigating allegations of F&C, subject to such terms and conditions as the Bank and the UN agency may agree, including an obligation to periodically inform the Bank of the decisions and actions taken. The Bank retains the right to require the Borrower to invoke remedies such as suspension or termination. UN agencies shall consult the World Bank Group's lists of firms and individuals suspended or debarred. In the event a UN agency signs a contract or purchase order with a firm or an individual suspended or debarred by the World Bank Group, the Bank does not finance the related expenditures and may apply other remedies as appropriate.

With the specific agreement of the Bank, a Borrower may introduce into the RFB/RFP document for contracts financed by the Bank, a requirement that the bidder or consultant include in the bid or proposal an undertaking of the bidder or consultant to observe, in the Procurement Process, the country's laws against F&C (including bribery) as such laws have been identified in the RFB/RFP documents. The Bank will accept the introduction of such a requirement at the request of the Borrower, provided the arrangements governing the undertaking are satisfactory to the Bank

### *Procurement Strategy for Development and Procurement Plan*

#### *Procurement Strategy for Development*

The main procurement activities of the project are detailed in the Project Procurement Strategy for Development prepared during the Project Preparation phase, which will need to be updated whenever it is necessary. (**Annex 27. Project Procurement Strategy for Development**)

The PPSD addresses how procurement activities will support the development objectives of the Project and deliver best value for money under a risk-based approach. It also provides adequate justification for the selection methods in the Procurement Plan.

The MOHW has prepared a Procurement Strategy for Development, including an initial procurement plan for the project. The plan includes: (i) a brief description of the activities/contracts; (ii) the selection methods to be applied; (iii) cost estimates; (iv) time schedules; (v) the Bank's review requirements, and (vi) evaluation method.

*The PPSD will be finalized by the PPPMU during Project implementation and is a living document that should be updated as needed during Project implementation*

## *Procurement Plan*

The Procurement Plan will be registered in the Bank's online Systematic Tracking of Exchanges in Procurement (STEP) system to record all procurement actions under this IPF operation, including preparing, updating and clearing its Procurement Plan, and seeking and receiving the Bank's review and No-objection to procurement actions as required.

The Procurement Plan is the Project tool used for programming and monitoring procurement and contracting. The procurement plan shall include:

- (a) a brief description of the activities/contracts;
- (b) the selection methods to be applied;
- (c) cost estimates;
- (d) time schedules;
- (e) the Bank's review requirements;
- (f) the applicable procurement documents; and
- (g) any other relevant procurement information.

The PPPMU, including Procurement Manager, Project Accountant, Project Officer, and technical experts, will prepare an update of the Procurement Plan and have it approved by the Project Manager.

The Procurement Manager shall have ultimate responsibility for reflecting all changes agreed with the MOHW in STEP and submits the updated Procurement Plan for the Bank's "no objection" along with the description of the proposed changes. The Bank's comments or request for clarification should be addressed and the revised version of the plan resubmitted for the Bank's review and no objection. Changes and/or updates to the Procurement Plan are considered adopted only when the Bank provides its "no-objection" through STEP.

STEP allows for several profiles to be created, the PPPMU will advise the Bank of the different profiles and areas of responsibilities, including who will be responsible for uploading the Procurement Plan, editing the Procurement Plan, etc.

The Procurement Plan should be implemented in the manner in which it has been approved by the Bank. The Procurement Plan should be registered and approved using the STEP System as described above.

No acquisition, selection or contracting process may be initiated regardless of its amount if it is not previously consigned in the PP approved by the Bank, or for which there is no specific and prior Bank No Objection authorizing exceptionally the start of the bidding or selection process when it is not yet included in the PP approved by the Bank. If a process is carried out ignoring these provisions, the Bank will not be obliged to recognize the contracting as eligible to be financed with its resources or other resources that the Bank administers within the framework of the Project.

The initial PP shall normally cover at least the first 18 (eighteen) months of the Project implementation and will need to be approved by the Bank within sixty (60) days after the Effective Date.

*The Procurement Plan should be updated semiannually or as needed throughout the duration of the project.*

Supervising and monitoring of the procurement processes require that Project Management ascertain that procured works, goods, non-consulting services, and consulting services are delivered or executed within time frames and as per TORs or Technical Specifications.

### *Procurement Risk*

The major planned procurement under the Project will include purchase of vaccines and personal protective equipment. Retroactive financing will cover the procurement of some vaccines.

The key procurement risk associated with vaccines relates to: (i) the complexity of the vaccines market given the significant market power enjoyed by vaccine manufacturers; (ii) inability of the market to supply adequate quantities of vaccines to meet the demand; (iii) the limited market access due to advance orders by developed countries; (iv) weak bargaining; and (v) delays in triggering emergency procurement procedures at the country level, which could delay procurement and contract execution, including payments. However, these risks are substantially mitigated since the MOHW has set up agreements with COVAX facilities for vaccine purchases.

Other risks include climate shocks and ensuring adequate medical waste management. Vaccine hesitancy risks may hamper the ability to reach the immunization target under the Project. This risk will be mitigated through outreach delivery efforts and communication campaigns to inform the population that the Project will support. Belize is also very vulnerable to natural disasters; these would lead to significant negative impacts on the economy and society as a whole, potentially slowing down deployment activities for COVID-19 vaccines due to disruptions to the logistics system, inability to reach certain areas, disruptions to health facilities and critical inputs such as human resources and medical supplies.

### *Conflict of Interest*

#### *Section 3.14 World Bank's Procurement Regulations*

The Bank requires that firms or individuals involved in Bank Investment Project Financing procurement shall not have a conflict of interest.

#### *Conflict of interest under the procurement of Goods, Works, and Non-Consulting Services*

A firm shall be considered to have a conflict of interest if the firm:

- a. is providing Goods, Works, or Non-consulting services resulting from, or directly related to Consulting Services that the firm has provided during project preparation or implementation, or where such services were provided by an affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey and design-build contract
- b. including its personnel, has a close business or family relationship with a professional staff of the IA/PPPMU or any other party representing the IA/PPPMU or acting on its/their behalf who:
  - i. is directly or indirectly involved in the preparation of the Procurement Documents or contract specifications, and / or the evaluation process of such contract.
  - ii. would be involved in the implementation or supervision of such contract, unless the conflict stemming from such relationship has been resolved in a manner acceptable to the Bank throughout the procurement process and implementation of the contract.
- c. does not comply with any other conflict of interest situation as specified in the Bank's Standard Procurement Documents relevant to the specific procurement process.

*Conflict of interest under the procurement of Consulting Services*

Consultants shall:

- a. provide professional, objective, and impartial advice
- b. at all times hold paramount the interests of the IA, without any consideration of future work
- c. in providing advice, avoid conflicts with other assignments and their own corporate interests

Consultants shall not be hired for any assignment that would be in conflict with their prior or current obligations to other clients, or that may place them in a position of being unable to carry out the assignment in the best interest of the IA. In order to prevent conflicts of interest, Consultants shall not be hired under the circumstances set forth below:

- a. a firm that has been engaged by the Recipient to provide Goods, Works, or Non-consulting Services for a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that firm), shall be disqualified from

providing Consulting Services resulting from, or directly related to, those Goods, Works, or Non-consulting Services. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey or design-build contract.

- b. a firm that has been engaged by the Recipient to provide Consulting Services for the preparation or implementation of a project (or an affiliate that directly or indirectly controls, is controlled by, or is under common control with that Consulting firm), shall be disqualified from subsequently providing Goods, Works, or Non-consulting Services resulting from, or directly related to those Consulting Services. This provision does not apply to the various firms (Consultants, contractors, or suppliers), which together are performing the contractor's obligations under a turnkey or design-build contract.
- c. neither a Consultant (including personnel and sub-consultants), nor an affiliate (that directly or indirectly controls, is controlled by, or is under common control with that Consultant), shall be hired for any assignment that, by its nature, creates a conflict of interest with another assignment of the Consultant.
- d. Consultants (including their experts and other personnel, and sub-consultants), that have a close business or family relationship with a professional staff of the IA/PPPMU, that is directly or indirectly involved in any part of:
  - i. the preparation of TOR for the assignment
  - ii. the selection process of a consultant for the contract
  - iii. the supervision of the contract, unless the conflict stemming from this relationship has been resolved in a manner acceptable to the Bank throughout the selection process and the implementation of the contract

If the PPPMU identifies the facts of a conflict of interest, the bids/proposals of such suppliers/contractors/consultants are subject to rejection. The rejection of a bid/proposal in accordance with the Conflict-of-Interest regulations and the reasons for this shall be reflected in the Evaluation Report.



### ***Due Diligence concerning the Bank's Sanctions Policies and Procedures***

The PPPMU will ensure that no debarred and suspended firms and individuals are allowed to participate in bidding/selection or secure any contract award. List of such firms and individuals is provided on the World Bank web site: [www.worldbank.org/debarr](http://www.worldbank.org/debarr)).

### ***Selection Methods for Procurement***

In deciding upon the most suitable procurement strategy, MOHW will need to adhere to the Bank's Principles of Value for Money and consider: (a) the size and complexity of the contract; (b) the experience needed for implementation; and (c) other important aspects such as the diversity of local supply, the urgency of the services for which the goods or works to be procured are required, or the need to promote local industrial development and create job opportunities for the country's labor force.

Several methodologies are recommended by the Bank for the procurement of goods and works, non-consulting and consulting services.

#### ***Procurement of Goods:***

- Requests for Proposals
- Request for Bids
- Request for Quotations
- Direct Selection
- Competitive Dialogue
- UN Agency
- E-Auctions
- Imports
- Commodities
- Community Driven Development
- Alternative Procurement Arrangement
- Commercial Practices

#### ***Procurement of Non-Consulting Services:***

- Requests for Proposals
- Request for Bids
- Request for Quotations
- Direct Selection
- Competitive Dialogue
- UN Agency
- E-Auctions
- Community Driven Development
- Force Account
- Alternative Procurement Arrangement
- Public Private Partnership

- Commercial Practices

*Procurement of Consulting Services:*

- Quality and Cost-Based Selection
- Fixed-Budget Based Selection
- Least-Cost-Based Selection
- Consultants Quality Based Selection
- Consultants Qualifications Based Selection
- Single Source Selection
- Individual Consultant Selection
- UN Agency
- Non-Governmental Organization
- Bank
- Procurement Agents
- Alternative Procurement Arrangement
- Commercial Practices

*Procurement of Works:*

- Requests for Proposals
- Request for Bids
- Request for Quotations
- Direct Selection
- Competitive Dialogue
- UN Agency
- E-Auctions
- Community Driven Development
- Force Account
- Alternative Procurement Arrangement
- Public Private Partnership
- Commercial Practices

The PP which has been approved by the Bank, lists the various types of methodologies that will be utilized for this Project.

*Procurement of Goods:*

- Request for Bids
- Request for Quotations
- Direct Selection

*Procurement of Non-Consulting Services:*

- Request for Quotations

*Procurement of Consulting Services:*

- Direct Selection
- Least-Cost-Based selection
- Individual Consultant Selection

*Procurement of works:*

- not applicable to this Project

Line items are slated for post and prior reviews. The Bank's no-objection is required for line items slated for prior reviews.

*Procurement from Specialized Agencies*

Direct procurement from specialized agencies is preferred when (a) small quantities of off-the-shelf goods, primarily in the fields of education and health; and (b) specialized products where the number of suppliers is limited, such as for vaccines or drugs.

*Procurement Agents*

Where Borrowers lack the necessary organization, resources, and experience, Borrowers may wish (or be required by the Bank) to employ, as their agent, a firm specializing in handling procurement. The agent shall follow all of the Bank's procurement procedures, including use of Bank standard bidding documents, review procedures, and documentation. This also applies in cases where specialized agencies act as procurement agents. Management contractors may be employed in a similar manner for a fee to contract for miscellaneous works involving reconstruction, repairs, rehabilitation, and new construction in emergency situations, or where large numbers of small contracts are involved.

*Pan American Health Organization, Regional Office for the Americas of the World Health Organization*

The GOB has contracted with the PAHO, Regional Office for the Americas of the WHO, the specialized agency for health in the Americas to procure COVID-19 vaccines and associated shipping, handling and insurance for the delivery, utilizing the PAHO Revolving Fund as per allocations made by COVAX Facility.

PAHO uses the Revolving Fund Capital Account to advance purchase orders on behalf of GOB, the GOB will reimburse PAHO for any payment made to the suppliers as well as the applied procurement charge (4.25 percent), even if the date of these payments is prior to the signing of the Financing Agreement.

Under the access to COVID-19 Tools Accelerator, the COVAX Facility is designed to offer a better chance to ensure equitable access to COVID- 19 vaccines for all countries,

including Belize. PAHO has closely engaged with Gavi, United Nations Children Emergency Fund, WHO and other partners in this important initiative, and has been recognized as the COVAX Procurement Mechanism for the Region of the Americas.

PAHO/WHO is also required to submit the following reports to GOB with a copy to the Bank:

#### 1. Final Progress Report

The final Progress Report upon Completion or Early Termination shall include (i) a narrative and financial summary of the status of activities to demonstrate the progress towards the Outputs and the linkage between the payments made under the PAHO/WHO Agreement and the agreed deliverables.

#### 2. Final Procurement Statement

Upon Completion or Early Termination, PAHO/WHO will also provide the Final Statement of Account issued by PAHO/WHO Department of Finance. The Final Statement of Account will be issued within four (4) months of the Completion Date.

#### *Retroactive Financing*

Retroactive financing is permitted by the Bank within the limits specified in the Financing Agreement in the event that procurement processes occur before signing of the Financing Agreement and in compliance with the Bank's procurement procedures.

#### *Procurement Methodologies*

##### *Request for Bids (RFB)*

When purchasing goods, works, or non-consulting services, the RFB procurement method could be used. Procurement under this method is conducted in a single-stage process. The following general steps must be completed:

- Establish a Tender Evaluation Commission.
- Prepare a RFB document, using the Bank's Standard RFB document for open international procurement.
- Publish a Specific Procurement Notice, using the Bank's applicable template.
- Issue the RFB document to potential bidders.
- Respond to any request for clarifications of RFB documents in writing and forward a copy of the response to all bidders; if required, modify the RFB document in the form of an addendum.
- Receive bids prior to the bid submission deadline.
- Open publicly the bids received by the submission deadline.

- Promptly send a copy of the Minutes of bid opening to all bidders whose bids were opened.
- Evaluate the bids (technical and financial) and prepare an evaluation report using standard documents.
- Decide on the contract award.
- Award the contract and publish a Contract Award Notice.
- Maintain confidentiality of information until the award of the contract.
- Notify suppliers/firms of the selection results.
- Sign a contract with the selected supplier.
- Obtain the performance security from the selected supplier 28 days after the signing of the contract.
- Verify goods, works, or non-consulting services for compliance with technical requirements and their acceptance.
- Make payments in accordance with the terms of the contract.
- Keep documents in folders.

#### *Request for Quotations (RFQ)*

When purchasing goods, works, or non-consulting services, the procurement method RFQ is applied in accordance with the procedures described below. This method is used for limited quantities of readily available off-the shelf goods or non-consulting services, standard specification commodities, or simple works of small value. The following steps must be completed:

- Form a Tender Evaluation Commission.
- Prepare a RFQ (description, quantity, technical specifications, delivery schedule, minimum qualification requirements, location, etc.).
- Publish an announcement in the media at the republican or regional level at the discretion of the tender commission.
- Publish an announcement on the MOHW official website giving sufficient time for the preparation and submission of quotations.
- Provide RFQ to bidders.
- Ensure compliance with the requirement to receive at least three quotes.
- Receive price quotes by the deadline. Each supplier submits only one quotation.
- Evaluate (qualification, technical, financial) and prepare an evaluation report using standard documents, award of a contract.
- Maintain confidentiality of information until a contract is awarded.
- Publish bidding results on information stands and the GOB procurement portal, and MOHW official website.
- Sign a contract with the selected supplier/contractor using the form attached to the Invitation to Quote.
- Verify goods/works for compliance with technical requirements and their acceptance.
- Make payments in accordance with the contract.
- Store all documents in folders.

### *Direct Selection*

This method allows us to directly negotiate with only one supplier/contractor. This method may be appropriate when there is only one suitable firm or there is justification to use a preferred firm. It may be appropriate under the following cases:

- An existing contract, including a contract not originally financed by the Bank, for goods, works, or non-consulting services, awarded in accordance with procedures acceptable to the Bank, may be extended for additional goods, works, or non-consulting services of a similar nature, if:
  - i. it is properly justified
  - ii. no advantage could be obtained through competition
  - iii. the prices on the extended contract are reasonable
- There is a justifiable requirement to re-engage a firm that has previously completed a contract, within the last 12 months, with the Borrower to perform a similar type of contract. The justification shall show that:
  - i. the firm performed satisfactorily in the previous contract
  - ii. no advantage may be obtained by competition
  - iii. the prices for the direct contracting are reasonable
- The procurement is of both very low value and low risk, as agreed in the PP.
- The case is exceptional, for example, in response to emergency situations.
- Standardization of goods that need to be compatible with existing goods may justify additional purchases from the original firm, if the advantages and disadvantages of another brand or source of equipment have been considered on grounds acceptable to the Bank.
- The required equipment is proprietary and obtainable from only one source.
- The procurement of certain goods from a particular firm is essential to achieve the required performance or functional guarantee of an equipment, plant, or facility.
- The goods, works, or non-consulting services provided in the Borrower's country by a State-Owned Enterprise or Institution, university, research center or institution of the Borrower's country are of a unique and exceptional nature in accordance with Paragraph 3.23 c. of the World Bank Procurement Regulations.
- Direct selection of UN Agencies in accordance with Paragraphs 6.47 and 6.48 of World Bank Procurement Regulations.

In all instances of direct selection, the Borrower shall ensure that:

- the prices are reasonable and consistent with the market rates for items of a similar nature
- the required goods, works, or non-consulting services are not split into smaller sized procurement to avoid competitive processes

### *Individual Consultant Selection (Annex 24. ICS Criteria)*

The following steps apply under selection of individual consultants:

- Create a tender evaluation commission.
- Prepare TOR and the estimated budget.
- Invite and obtain at least three qualified curriculum vitae,
- Post a tender in the media at the discretion of the tender commission.
- Use the roster of consultants to invite if any.
- Evaluate the curriculum vitae received.
- Prepare an evaluation report reflecting the selection process in accordance with the selection criteria.
- Provide the selected consultant with the TOR.

Invite the selected candidate to submit technical and financial proposals for negotiations on the terms of the assignment and the terms of the contract.

- Sign a contract.
- Monitor the activities of the consultant and receipt of deliverables/outputs.
- Ensure payments for the provision of agreed reports/achievement of results.

Individual consultants may be selected on direct selection basis, with due justifications, under the following circumstances:

- Assignments are a continuation of the previous work, which was carried out by the individual consultant, who was selected on a competitive basis.
- Assignments whose total expected duration is less than six months.
- Emergency situations.
- In the event that an individual consultant has relevant experience and qualifications of exceptional value for a given assignment.

### *Least-Cost-Based Selection*

The following steps apply under the Least Cost Based Selection method:

- Prepare TOR along with the budget.
- Publish the Request for Expression of Interest along with TOR through STEP; on the MOHW official website; media.
- Submit Expressions of Interest: provide enough time for firms to respond— usually at least 10 business days.
- Shortlisting: Expressions of Interest are evaluated to compose a Shortlist. The final shortlist is communicated to all firms that expressed interest, as well as any other firm that requests information on the assignment.
- Send an invitation letter along with the RFP document to all Shortlisted firms; the RFP specifies the minimum score for the technical proposals.

- Submit technical and financial proposals at the same time in two (2) separate sealed envelopes.
- Open the technical proposals.
- Evaluate the technical proposals. Evaluation of technical proposals should be carried out in accordance with the evaluation criteria specified in the RFP.
- After the evaluation of the technical proposals is completed, MOHW/PPPMU inform all companies that submitted a proposal of their score and whether they met the minimum qualification technical score specified in the RFP; at the same time notify the companies that meet the requirements of the technical proposal of the date and time when the opening of financial proposals will take place.
- Open the financial proposals less than seven (7) days from the communication of technical evaluation results to the firms.
- Invite the firm with the scores higher than the minimum technical score required and with the lowest evaluated cost to negotiate.
- Negotiations include discussion of the TOR, the methodology, client's inputs, and special conditions of the contract.
- Award the contract and publish the contract award.
- Provide debriefing to unsuccessful consultants, if requested.

### *Procurement Processes*

All related procurement documents should be accordingly uploaded in the STEP System, by the time the activities are being implemented.

Although different profiles can be established in STEP assigning different responsibilities to PPPMU personnel, the Procurement Manager shall have ultimate responsibility for maintaining an adequate system of registration and storage of documents (both in hard and electronic forms in STEP) including:

- Cost estimates.
- A copy of the published advertisement or Request for Expressions of Interest.
- A copy of the issued RFB/RFP/RFQ and any amendments, extensions or clarifications that were requested and issued.
- A record of any pre-bid meetings or pre-proposal conferences signed by all attendees.
- Hard copies of bids or proposals received and evaluated.
- Clarifications requested and responses received during evaluation.
- Bid/proposal opening minutes.
- Evaluation reports.
- Minutes of contract negotiations (depending on the consulting services selection method).
- A contract award notice.
- A copy of signed contracts, performance securities and advance payment guarantees, if requested.
- Records of all contractual correspondence between the Procuring Entity and a supplier, contractor and consultant.



- Records of claims and dispute resolutions, if any.
- Acceptance certificates, reports, shipping documents, etc.
- Information on payments.
- Audit reports.
- Complaints and related correspondence.

The records should be maintained in chronological order and the files kept in an identified place which should be retrievable for easy and prompt verification whenever needed. The originals of bid security, performance security, advance payment guarantees shall be furnished to the financial management unit of the PPPMU, with a copy stored at the procurement unit. Records should be maintained for a period as indicated in the Financing Agreement. Upon expiry of the maintaining period, files are to be transferred to the state archive as per the preset procedures.

#### *Development of Technical Requirements*

Technical Specifications and TORs shall be developed by the PPPMU in collaboration with the MOHW's relevant technical experts. PPPMU submits the developed Technical Specifications/TORs for review and approval to the Project Manager. Following the decision of the Project Manager independent technical consultants may be involved in the development or evaluation of Technical Specifications/TORs. PPPMU ensures that Technical Specifications/TORs are developed in consistency with the Bank's requirements and format of procurement documents. The Technical Specifications/TORs shall include as a minimum description of the technical parameters of goods / works/services to be procured, including ancillary services (such as installation, warranty support, start-up, training, etc.), schedule for delivery of goods / works/services to the final destination and schedule for contract execution. Technical Specifications/TORs approved by the Project Manager shall be agreed upon with the Bank, if necessary.

Standards and technical specifications shall promote the broadest possible competition, while ensuring performance or other requirements for the procurement. To the extent possible, in international competitive procurement, the purchaser shall specify internationally accepted standards with which the equipment, materials or workmanship shall comply. When such international standards do not exist or are inappropriate, national standards may be specified. In all cases, the procurement documents shall state that equipment, material, or workmanship meeting other standards that are at least substantially equivalent to the specified standards will also be accepted.

#### *Competitive Selection*

##### *Announcement of bids and distribution of documentation*

Once the bidding documentation is agreed with the MOHW, the PPPMU arranges for:

- Publication of a Specific Procurement Notice on the websites of MOHW, newspapers and on the Bank's website through STEP.

- Distribution of tender documents among potential bidders.

The PPPMU ensures that all bidders are registered.

#### *A pre-bid conference and answering bidders' clarifications*

If the bidding documents stipulate so, the PPPMU organizes a pre-bid conference for bidders at the venue and time specified in the tender documentation. The Project Manager involves relevant technical experts involved in development of TSs/TORs and/or persons responsible for further operation of the supplied equipment and works. The PPPMU maintains minutes of the pre-bid conference, reflecting all questions asked and answers given at the conference and sends these minutes to all registered bidders.

PPPMU Procurement Specialist ensures receipt and registration of clarifications from bidders. The Project Manager, with the assistance of the Project Officer and employees of MOHW, provides answers to clarification questions from bidders. PPPMU Procurement Specialist ensures the distribution of the above answers to all registered bidders.

#### *Public opening of bids*

Bids/proposals for RFB and RFQ methods will be collected at the PPPMU's office in special tender boxes. The time and date for opening the bids is set up by the PPPMU. The PPPMU organizes public opening of the bids. Public opening of bids is held at the PPPMU's office. For procurement/selections not involving public opening procedure, bids/proposals are collected by the PPPMU. The public opening of bids is carried out by the PPPMU in the presence of representatives of the bidders who wished to participate in this procedure. Signed minutes of the public opening of bids should be immediately sent to the bidders that submitted their bids before the bid opening deadline.

#### *Evaluation of Bids*

The Tender/Selection Committee is appointed by the PPPMU and shall be limited to 3-5 essential individuals. To assess compliance with the technical requirements of the bidding documentation, the Tender Committee may, at its discretion, invite experts both from the staff of the MOHW and the external experts. Such a decision may be taken at the meeting of the Tender Committee and should be reflected the minutes of the meeting. The procedure (methodology) for evaluation of bids is included in the complete set of the tender documentation distributed among the bidders. PPPMU Procurement Specialist sends description of the evaluation methodology prepared based on the bidding documents and the evaluation forms to each member of the Tender/Selection Committee before the evaluation. Assessment of the Evaluation Committee and its decision are recorded in the Evaluation Report and signed by the Evaluation Committee members. Signed Evaluation report should be uploaded to STEP.

Before the start of evaluation, all members of the Tender Committee shall sign a Declaration of impartiality, confidentiality, and absence of conflict of interest.

### Notification on the Results of the Tender

The PPPMU sends all bidders the Notification on the results of the tender, which includes the following information:

- The name and address of the Bidder(s)/Proposer(s) submitting the successful Bid/Proposal.
- The contract price, or where the successful Bid/Proposal was determined on the basis of rated criteria (where price and technical factors are rated), the contract price and the total combined score of the successful Bid/Proposal.
- The names of all Bidders/Proposers that submitted Bids/Proposals, and their Bid/Proposal prices as read out, and as evaluated.
- A statement of the reason(s) why the recipient's Bid/Proposal was unsuccessful, unless the price information referred to above already reveals the reason. The Borrower shall not divulge any other Bidder's/Proposer's confidential or proprietary information such as: cost breakdown, trade secrets, manufacturing processes and techniques, or other confidential business or financial information.
- Instructions on how to request a debriefing and/or submit a complaint as set out in the RFB/RFP document.

### *Procurement Method Thresholds and Review Type Thresholds*

Procurement Method Thresholds (**Table 16 Prior Review Thresholds** and **Table 17 International Approach Threshold**) as well as the Review type (prior or post review) threshold defined by the Bank that is related to the Project risk rating.

These thresholds apply to all procurement activities regardless of their procurement/selection methods. There is no automatic requirement to undertake prior review for direct selection for value less than these thresholds. Consultant services covers a range of services that are of an advisory or a professional nature.

TOR for all consulting services assignments, both with firms and with individual consultants, are cleared from the technical standpoint by the Team Lead. However, this does not constitute procurement clearance and it is not requested.

**Table 16 Prior Review Thresholds**

| <b>Procurement Group/Method</b> | <b>Prior Review Threshold in US\$</b> |
|---------------------------------|---------------------------------------|
| Works                           | > \$20.000.000,00                     |
| Goods                           | > \$6.000.000,00                      |
| Non-Consultant Services         | > \$6.000.000,00                      |
| Consultant Services - Firms     | > \$4.000.000,00                      |
| Individual Consultancy          | > \$500.000,00                        |

**Table 17 International Approach Threshold**

| <b>Procurement Group/Method</b> | <b>International Approach</b> |
|---------------------------------|-------------------------------|
| Works                           | > \$5.000.000,00              |
| Goods                           | > \$500.000,00                |
| Non-Consultant Services         | > \$500.000,00                |
| Consultant Services - Firms     | > \$300.000,00                |
| Individual Consultancy          | > \$100.000,00                |

*Market Approach Options*

For all selection methods, the following aspects related to market access options will be taken into account:

*Open competition*

An open competitive approach to the market is the preferred approach in procurement because it provides all potential eligible applicants for procurement of goods and contracting services (bidders/proposers) or consultancies (firms/individuals) with timely and adequate advertising of requirements and an equitable opportunity to bid/propose for non-consulting or consulting goods, works or services as appropriate.

*Limited competition*

A limited competitive market approach is only by sufficiently broad and unadvertised invitation or short list, in cases where there are a limited number of firms, individuals or there are other exceptional reasons that justify departing from open and competitive procurement approaches, as in the case of the PAHO Agreement for the purchase of vaccines through the PAHO Revolving Fund.

### *Access to the international market*

Approaching the international market is appropriate when the participation of foreign companies will increase competition and may ensure the achievement of better results or value for money. Open international procurement, with international advertising, is the preferred approach for complex, high-risk and/or high-value contracts. Specific thresholds for this purpose are found above.

### *Access to the national market*

Approaching the domestic market may be appropriate under the procurement plan when the procurement/consulting is unlikely to attract foreign competition because of: the size and conditions of the market; the value of the contract; the geographic dispersion of the activities, which are spread over time or labor; the non-consulting or consulting goods, works or services are available locally at prices below the international market; or the advantages of approaching the international market are clearly outweighed by the administrative or financial burden involved. If foreign firms/individuals wish to participate in open domestic competitive procurement/consulting, they are permitted to do so on the terms and conditions that apply to domestic firms.

### *Contract Administration*

The selection of contract types and arrangements takes into account the nature, risk, and complexity of the procurement, and value for money considerations. Applicable contract types and arrangements include: lump sum, turnkey, performance-based, unit price, time-based, framework agreements, build-own operate, and build-operate-transfer.

Contract Administration is not only the process that allows the parties to a contract to fulfill their obligations in order to achieve the objectives required in the contract, it also involves building a good working relationship between the PPPMU and the Contractor (Contractor, Supervisor or Consultant). Contract administration seeks to anticipate problems and avoid unnecessary extensions, defaults and cost additions.

The administrator or person in charge of the administration (Procurement Manager), follow-up and execution of the contract or purchase order shall be appointed by the PPPMU, at the time of submitting the purchase request in each of the procurement and contracting processes, who must have the appropriate profile to administer the contract according to its nature, specialty and complexity in relation to the work, good or service to be contracted.

PPPMU is responsible for the implementation, administration, and modifications of signed contracts, which includes supervising the performance of the individual consultants and ensuring that they carry out the services they have been assigned in accordance with the approved terms of reference and the stipulations of the respective contract.

Following the procedure described in the bidding documentation, after the recommendation on contract award for contracts subject to the post review, the Procurement Specialist of the project sends the draft contract for agreement and signing to the winning bidder. Contracts concluded with the winning bidder shall be drawn in the language the bid was submitted in. Copy of the signed contract and any subsequent Amendment/Change Order are uploaded to STEP. The purpose of contract management (**Annex 23. Contract Management**) is to ensure that all parties fulfill their obligations. The Borrower shall actively manage the contracts throughout their life in order to ensure that the contractor executes the contract satisfactorily, that the relevant stakeholders are notified, and all contract requirements are observed.

Depending on the risk and complexity of the contract referred to in PPSD, the PPPMU develops a Contract Management Plan, which becomes a part of the contract.

The contract management plan should include the following:

*The main participants of the contract who are:*

- Customer / Employer / Buyer / Client / Recipient
- Project Manager
- Independent consultants (as required)
- Component Coordinators
- Contractor / Supplier / Consultant

The two main types of contracts that may be used by the PPPMU are lump sum contracts and time-based contracts.

#### *Lump Sum Contracts*

Under a lump sum contract, the contractor/consultant agrees to perform the scope of services for a fixed contract amount. Payment percentages or amounts may be linked to the completion of contractual milestones or determined as a percentage of the value of the work to be done.

Lump sum contracts may be appropriate when the scope of the procurement activity can be clearly and accurately specified and can be linked to milestone payments at the time of selection (e.g. simple civil works and/or consulting services with clearly identifiable deliverables). Lump sum contracts are also appropriate when the contractor is responsible for delivering the completed works, plant or pre-built information technology solutions, as in turnkey contracts and can be paid on a lump sum basis per contractual milestone.

#### *Performance based contracts*

In performance-based contracts, the payments are not made for inputs but for measured outputs that aim at satisfying functional needs in terms of quality, quantity and reliability.

Performance based contracts may be appropriate for rehabilitation of roads and operation and maintenance of the roads by a contractor for specified periods; the provision of non-consulting services to be paid on the basis of outputs; and operation of a facility to be paid on the basis of functional performance.

*GOB Requirements*

**Table 18 GOB Procurement Policies**

| <b>GOB Procurement Policies</b>   |   |
|---|---|
| <p>The GOB procurement guidelines are not documented in one comprehensive policy document but can be found in various pieces of legislation and circulars. Procurement processes are monitored at various levels. GOB is in the process of developing a national procurement framework.</p> |   |
| (a)   | <p><u>MOHW/MEF</u></p> <p>(i) Finance and Audit (Reform) Act, No. 12 of 2005 (amended by SI No 31 of 2010; SI No 16 of 2018)</p> <p>(ii) Stores Orders of 1968 (SI No 17 of 2018)</p> <p>(iii) MOF Circular No. 8 of 1992 (repealed in 2018)</p> <p>(iv) MOF Circular No. 3 of 2010</p> <p>(v) Financial Orders 1965</p> <p>(vi) MOF Circular No. 2 of 2018</p> |
| (b)   | <p><u>Accountant General</u></p> <p>(i) MOF Circular No. 7 of 2010</p>  |
| (c)   | <p><u>Office of the Contractor General</u></p> <p>(i) Circular Memorandum No. 3 of 1999</p> <p>(ii) Contractor General Act, 2000</p>  |

*Contractor General*

Procurement policies outlined in Circular Memorandum No. 3 of 1999 state that contracts over US \$50,000 should be forwarded to the Office of the Contractor General for comments prior to approval for implementation. The Bank may require that the Contractor General review all contracts before implementation, regardless of the size of the contract, before it provides a no-objection. See **Table 19 Documentation Review by Contractor General**.

*Table 19 Documentation Review by Contractor General*

| <b>Documentation Review by the Contractor General</b> |   |
|---|---|
| (a)   | Invitation to tender (copy of extract from gazette or newspaper).                                     |
| (b)   | Reference to approved “waiver of tender procedure” – if contract was not put out to tender.           |
| (c)   | Technical evaluation of tenders.  |
| (d)   | Tender committee’s recommendations.   |
| (e)   | A certificate to the effect that procedures were in compliance with relevant policies and guidelines. |
| (f)   | Any pertinent information regarding time frame within which contract must be executed.                |

The Contractor General’s comments should be included in the submission to the authority which will be approving the award of the contract. Once the contract is finalized, a copy of the duly executed contract should be sent to the Office of the Contractor General. The Office of the Contractor General will arrange for monitoring of the progress of the contract. Certified progress reports should be sent to the Office of the Contractor General immediately following receipt for contracts that are based on installment payments.

*Bid Opening and Evaluation Procedures*

*Tender Committees*

Section 702 of the Financial Orders provides guidance in reference to the appointment and administration of tender committees. Tender committees should be established to advise the PPPMU on the acceptance of tenders for works, services and stores, and if necessary, to recommend the nature of the security to be taken for the proper implementation of contracts awarded after tender. In order to address this requirement, the PPPMU has developed a TOR for the appointment of a Procurement Evaluation Committee to assist the PPPMU in the process of analyzing and ranking tenders for award in accordance with the Bank’s and GOB’s rules and policies for selection and contracting of works, goods and services. Individual PECs shall be established for each procurement activity listed in the Procurement Plan. See **Table 20 Role of Procurement Evaluation Committee**.



**Table 20 Role of Procurement Evaluation Committee**

**Role of Procurement Evaluation Committee**

- (a) Review background information on the Project.
- (b) Develop shortlisting criteria for individual consultants and consulting firms (academic qualifications, Project related experience, country/region experience).
- (c) Develop final evaluation criteria for final selection of the consultant or consulting firm.
- (d) Review the Expressions of Interests of the long list of consultants or consulting firms, relevant TORs, local consultancy notice and any background information for each consultancy service required.
- (e) Prepare a short list of eight (8) consultants or consulting firms as the case may be, according to the shortlisting criteria (this can be done individually before the PEC meets).
- (f) Present individually at the PEC meeting, their short list of consultants or consulting firms and justification for the selection. Discussion should focus on the relative merits, strengths, and weakness of proposed firms.
- (g) Reach a consensus on the final shortlist and the ranking of the consultants or consulting firms on the list.
- (h) Evaluate and select individual consultants and consulting firms according to the Bank's Procurement Regulations, (November 2020).
  - For individual consultants (IC), the PEC should select one from the short list based on the evaluation criteria (responsiveness to TOR).
  - For consulting firms selected under selection based on CQS, the PEC will select one firm from the short list based on the evaluation criteria previously developed and request said firm submit a combined technical-price proposal for subsequent evaluation.
- (i) Evaluate the technical-price proposal of the selected firm.
- (j) Participate in contract negotiation with the selected firm, as the case may be.

Note: In the event that negotiations break down with the selected firm, the second listed firm is contacted and requested to present a combined Technical-Price Proposal and the PEC repeats the evaluation/negotiation process.

PEC members will need to declare any conflict-of-interest issues with the current evaluation and sign declaration conflicts of interest/ethics disclosures as needed. Committee members are expected to review the procurement submissions and apply sound judgement in awarding points, based on the established and approved selection criteria, and apply the principles of impartiality, confidentiality, accountability and transparency.

*Composition of PEC*

According to the Financial Orders, the tender committee should comprise the chief executive officer, a head of department and a finance officer. The tender committee then forwards its decision as a recommendation to its Minister for final decision. In compliance with this requirement, PEC members may be seconded from the various GOB ministries and/or departments as needed.

The composition of the PEC, including the name, designation or post and email address of each member of the PEC should be submitted to the Bank. A chairperson, vice chairperson and a secretary should be appointed. Each individual PEC shall have the membership and composition of a minimum of 3 and a maximum of 5 members. The committee shall at all times be comprised of the following representatives: Finance Officer, MOHW; a representative from the MOF; and a Technical Officer in the area of the evaluation.

Meetings will be called as needed and members will be advised at least one week in advance of the meeting, indicating the date, time and place of the meeting. A record of the proceedings of the committee at each meeting should be kept by the secretary of the PEC. Original copies of evaluation sheets and final tally sheets should be forwarded to PPPMU for filing and submission to the Bank for no-objection.

### **Procedures**

The secretary to the tenders committee is responsible for publishing notices inviting tenders in the Gazette and in local newspapers as approved by the chairman. TORs should be provided to prospective tenderers (Section 707 Financial Orders).

Tenders may be sent by post or placed in the tender box at the PPPMU in sealed envelopes. All tenders sent by post should be endorsed to that effect by the chairman with a note of the date and hour of receipt and should then be deposited by him in the tender box. Any tender which does not comply with the terms of the tender notice or which is brought before the board through any other means should not be considered unless specified in the notification. Tender boxes, lodged in the PPPMU, should be double locked, one key being held by the chairman and the other by a tender committee member.

Tender boxes should be closed at the hour fixed, after which the tenders are opened by or under the immediate supervision of the chairman. They should be numbered consecutively and authenticated by the initials of the chairman and tender committee members present. Any corrections, deletions or additions in the tender should be initialed by the chairman.

Tenders, while under consideration, shall be kept confidential and in safe custody. In no event should tenders be referred back to tenderers for amendment without the specific authority of the Tenders Committee (Section 709-711 Financial Orders).

Contracts made after consideration of tenders should be prepared by the Accounting Officer and referred to the Solicitor General who is required to initial it indicating the document is in legal order (Section 717 Financial Orders).

### **Shortlist and Selection**

Several criteria should be considered when selecting consultants or consulting firms. These include shortlisting individual consultants based on the following general criteria: academic qualifications, Project-related experience and country/region experience. Selection of individual consultants should be based on the responsiveness of their CVs to the requirements of the particular TOR. Consulting firms are to be shortlisted based on the following general criteria: extensive experience (# of projects), experience in specific area of the consultancy (# of projects and \$ amounts), experience in the Project country or in similar socio-economic conditions (# projects in country/region), qualifications of staff (# of staff with xx training, # of specialist in the area of consultancy), and references.

## **10. MONITORING, FOLLOW UP AND EVALUATION**

### *Monitoring, follow up and evaluation*

The PPPMU will be responsible for monitoring and evaluation of results, which will consist of: (i) collection and compilation of all data related to Project indicators; (ii) analysis and evaluation of results; (iii) provision of relevant performance information to the network of health facility and pandemic-related supply chain; (iv) interaction and coordination of efforts with other international agencies and the private sector to improve performance; and (v) strengthening coordination with other line Ministries to ensure program sustainability; as appropriate and as needed.

Reporting on compliance with the Financing Agreement and mainly its objectives, goals and financial execution, will be developed through monitoring, evaluation and reporting processes in accordance with the terms of the Financing Agreement.

The PPPMU will keep track of all changes that occur in the project as a result of its implementation, which imply modifications in the goals, costs and time of the Financing agreement.

### *Project Monitoring Tools*

#### *Results Framework*

For the purpose of monitoring the Project, a Results Framework was prepared and agreed upon with the Bank. The Results Framework describes the main elements of the M&E arrangements for the operation, including key monitoring tools, evaluation strategies and responsibilities.

This is the tool that contains all the results and outputs that the Project intends to achieve in the attainment of the Project's objectives. The results framework is the set of indicators defined to measure the achievement of each of the components. These should be permanently monitored to evaluate their progress and allow the PPPMU to make decisions on their implementation.

For each of the indicators, a formula, sources and targets are presented, which allow verifying compliance with the results; these sources become the means of verification (See Chapter on Project Results Framework above).

*Compliance with the Results Framework is to be reported on a semiannual basis to the Bank.*

### *Procurement Plan*

The Procurement Plan should be reviewed annually to allow decisions to be made on its adjustments over time and will be incorporated into the Bank's STEP. The PPPMU will monitor the execution of the Procurement Plan and report on its progress to the Bank, which will allow for the identification of deviations and potential bottlenecks. The Procurement Plan may be modified from time to time according to the progress or needs of the Project and must be submitted to the Bank for review and approval.

The Bank may also establish inspection procedures as needed to monitor the satisfactory development of the Project. The MOHW agrees to cooperate and allow the Bank to inspect at any time the equipment and materials, the accounts, records and documents. The MOHW will need to provide the Bank and GOB with any documents, including procurement related documents that they may reasonably request given reasonable notice. If the requested material is unavailable or being withheld, the MOHW should provide an affidavit to the Bank and/or GOB setting forth such reasons.

The Bank also requires that the MOHW include a provision in bidding documents, requests for proposals, and contracts entered into by them relating to the implementation of the Project in order to: (i) allow the Bank, its investigators, agents, auditors, or experts, to inspect accounts, records, and other documents relating to the submission of bids and to the performance of the corresponding contract or agreement and (ii) provide that such accounts, records, and documents may be submitted to the auditors designated by the Bank for an opinion.

### *Annual Execution Plan*

The Annual Execution Plan contains information on all the activities to be carried out under the Project; it is closely related to all the financial tools and coincides with the annual cash flow to be managed by the Project. The Annual Execution Plan should be constantly reviewed to make the necessary adjustments throughout the life of the Project.

The Annual Execution Plan is an important tool because, as long as it is executed in an orderly manner and in accordance with the original planning and its respective revisions, the financial execution of the Project will be successful.

### *Risk Matrix and Mitigation Plan*

The Risk Matrix and Mitigation Plan is a tool that allows the identification, analysis and classification of risks for the early detection of the causes and consequences that could be had in the execution of the Project.

This matrix is complemented by the Risk Mitigation Plan, which summarizes all the actions to be taken to avoid the occurrence of a risk, or, if a risk occurs, to avoid jeopardizing the achievement of the project's objective or results. These risks are analyzed for each of the components, results, products and activities, taking into consideration those external and internal factors that may slow down or, in the worst case, halt their progress. The Risk Mitigation Plan should be reviewed periodically, since the environment is generally changing and new risks may appear or the magnitude of the impact may change during implementation.

#### *Monitoring and Reporting on ESMF requirements*

The E&S Specialist will be responsible for coordinating, implementing actions, monitoring and reporting on the Projects' compliance with the E&S standards and commitments, including those set forth in the ESMF (and LMP), SEP, ESCP and any other Project E&S documents (**Annex 1. Staff – TOR ES Specialist**). The E&S Specialist will frequently and adequately coordinate with the other PPPMU staff, as relevant.

The PPMU will prepare and submit to the Bank regular monitoring reports on the environmental, social, health and safety (ESHS) performance of the Project, including but not limited to, infection control and medical waste management, occupational health and safety, stakeholder engagement activities and grievances log. The reports will be submitted every six-months throughout the Project's implementation submitted not later than 45 days after the end of each six-month period in conjunction with the Project Reports, starting from the Effectiveness Date of the Project. Mid-term and completion reports shall also be submitted, as requested by the Bank, during Project implementation.

#### *Semiannual Progress Report*

Semiannual Progress Report is to be presented within forty-five (45) days following the end of the calendar year and each semester.

The Semiannual Progress Report is to update the Bank on the Project in the six months prior to preparation of the report and includes an update of the compliance with the planned Project activities; the updated Procurement Plan; the progress on the achievement of the indicators defined in the Results Framework; the application of the ESMF/ESCP; SEP and GRM.

The Semiannual Progress Report may also include information on epidemiological reports about case incidence and contact monitoring, the minutes of virtual supervisory missions and field visits, and any other information considered relevant by the PPPMU.

The PPPMU's staff (Procurement Manager, E&S Specialist and M&E Officer) will be responsible for: (i) collecting and compiling all data relating to their specific suite of indicators; (ii) evaluating results; (iii) providing the relevant performance information to the Project Coordinator, who will report to the GOB and the Bank on Project progress.

### *Closing Report*

The Bank will require submission of a Closing Report no later than six months after the Closing Date in such scope and detail as the Bank shall reasonably request on the implementation of the Project, the performance by the PPPMU, the accomplishment of the purposes of the Financing Agreement and a plan designed to ensure the sustainability of the Project's achievements.

### *Bank Supervisory Missions*

From time to time, the PPPMU will also need to prepare reports for Bank's supervisory missions to Belize, this includes both financial and programmatic information on the Project's operations. At the end of its supervisory missions to Belize, the Bank will document its findings in an Aide Memoire. The Aide Memoire will be reviewed by the PPPMU and comments shared with the Bank within two business days.

Supervisory missions may be virtual or in person based on assessed risks and Project performance, and are generally conducted twice a year.

### *Supervision and Monitoring*

As per Section 718 of the Financial Orders, accounting officers should maintain a register of all approved contracts and tenders. The register should include: the name of contractor, the nature of contract, the value of contract, the particulars of payment and any other remarks. On completion of contracts, a final handing over certificate should be submitted to the Principal Auditor (Section 725 Financial Orders).

## 11. PROCEDURES FOR VACCINE DELIVERY AND DISTRIBUTION

The vaccine distribution plan is done based on the number of beneficiaries identified by health facility or community or vaccination site. The overall management of the vaccine distribution is the responsibility of the Maternal and Child Health Unit at district level (Urban). Once vaccines are available at the national stores, each district will submit requisition via the usual route: orders will be done via the BHIS (electronic) supply chain management and will be picked up by assigned personnel from the district as directed by the District PHN. The distribution to the rural facilities will be done by the District PHN; orders are placed in the BHIS or hard copy [facilities without access to BHIS] by the Rural Health Nurses. Vaccine orders will be prepared based on the target population to be vaccinated plus the estimated 10% wastage.

The RHNs at the different facilities will liaise with the district PHN to make arrangement for vaccine pick up in Orange Walk Town as it is done for other vaccines. The preparation of vaccines to be sent to the rural health centers will follow packaging procedures outline in the Expanded Programme on Immunization Manual, with strict temperature control from the district vaccine store to the point of administration to beneficiaries.

The district health management team will take responsibility for the physical safety and appropriate storage and handling of vaccines. They will need to ensure that regular reports are done regarding stock levels, doses given, vaccine wastage and waste management.

The complete process for the delivery and distribution of vaccines are outlined in the District Covid-19 Vaccine Introduction Plan.

### *Priority Groups for Vaccination*

Belize's vaccine strategy is to vaccinate everyone eligible, currently 88.5 percent of the population, and willing to get the vaccine for community immunity. The national COVID-19 immunization rollout followed the Vaccine Introduction Plan's prioritization framework in line with WHO/Strategic Advisory Group of Experts recommendations (**Annex 31. Vaccine Introduction Plan**). The MOHW has also developed a separate Plan for the Introduction of COVID-19 Vaccine for Children 5-11 years old (**Annex 32. Plan Pediatric**).

The vaccine rollout plan was based on the WHO recommendations, as well as morbidity and mortality data identifying at-risk populations (Table 1). It followed five phases in which different populations groups became eligible for the vaccines according to profession, age, and comorbidity status.

The vaccination campaign officially began on 1 March 2021 with Phase 1A, thus targeting healthcare workers, the elderly and those at high-risk of severe disease. Since 30 June 2021, all adults aged 18 and over have been eligible for vaccination. Following the approval of

the Pfizer vaccine for younger age groups, on 23 August 2021 COVID-19 vaccine eligibility was extended to children aged 12-17 years. Since 30 June 2021, all adults age 18 and over have been eligible for vaccination. Now, COVID-19 vaccination is also available for children aged 5-11 years. Moreover, booster vaccinations are now approved for persons whose primary vaccination dates back at least three months except for Janssen which is at least two months after receiving the vaccine (single dose). See **Table 21 Priority Groups for Vaccination**

*Table 21 Priority Groups for Vaccination*

| Phase        |    | Target population   | Numbers        | %           | Total          |
|--------------|----|---|----------------|-------------|----------------|
| 1            | 1A | Health Care Workers   | 5,000          | 1.2         | 35,000         |
|              | 1B | Persons 60 years and older  | 25,000         | 5.8         |                |
|              | 1C | Persons at higher risk of complications (cancer, HIV, and requiring dialysis) | 5,000          | 1.2         |                |
| 2            | 2A | Essential frontline workers: Teachers and police officers                     | 8,263          | 1.9         | 16,783         |
|              | 2B | National assembly & judiciary, customs and immigration                        | 520            | 0.1         |                |
|              | 2C | Tourism sector  | 8,000          | 1.9         |                |
| 3            | 3A | Frontline workers (Belize Defense Force, coast guard, fire service)           | 2,624          | 0.6         | 42,824         |
|              | 3B | Persons with co-morbidities   | 30,000         | 7.0         |                |
|              | 3C | Frontline workers (red cross, utility workers)                                | 10,200         | 2.4         |                |
| 4            | 4A | All other public servants   | 10,000         | 2.3         | 11,000         |
|              | 4B | Transportation workers  | 1,000          | 0.2         |                |
| 5            | 5A | All other persons 18-59 years   | 143,677        | 33.4        | 274,904        |
|              | 5B | Persons 12-17 years (added August 23, 2021)                                   | 58,214         | 13.5        |                |
|              | 5C | Persons 5-11 years  | 73,013         | 17.0        |                |
| <b>Total</b> |    |   | <b>380,511</b> | <b>88.5</b> | <b>380,511</b> |

*Source: MOHW's Vaccine Introduction Plan*

#### *Institutional Arrangements*

The process of COVID-19 vaccination is high priority in Belize and coordination is required by all governmental institutions and national and international stakeholders. The following institutional arrangements contribute towards having a successful COVID-19 vaccination campaign in Belize. See **Table 22 Institutional Arrangements by Function**.



**Table 22 Institutional Arrangements by Function**

| <b>Function</b>                          | <b>Institution</b>  |
|--|---|
| Procurement of COVID-19 vaccines         | MOHW and Ministry of Foreign Affairs  |
| Vaccine approval                         | World Health Organization<br>European Medicines Agency<br>Australian Therapeutic Goods Administration<br>Health Canada<br>United Kingdom Medicines and Healthcare Products Regulatory Agency<br>United States Food and Drug Administration<br>Caribbean Community - Caribbean Regulatory System |
| Receipt of COVID-19 vaccines in country  | MOHW, Belize Customs Department   |
| Storage and Distribution Logistics       | MOHW; National Vaccine Storage Facility<br>Urban health centers or Polyclinics  |
| Organization and conducting vaccinations | MOHW<br>Fixed health facilities<br>School based vaccination<br>Public Venue<br>Workplace, nursing homes, bed ridden persons<br>Mobile vaccination sites in rural communities  |
| Training, Communication with Public      | MOHW  |
| Vaccine coverage monitoring              | MOHW, EPI Manager, BHIS   |

The subsequent sections provide further information on the activities to be undertaken by the various entities.

*Supply of COVID-19 Vaccines*

*Access to COVID-19 vaccines*

The GOB through the MOHW and the Ministry of Foreign Affairs have played a key role in securing COVID-19 vaccines. Since the launch of the vaccination campaign the country did not experience stock out of COVID-19 vaccines. Belize received donation of COVID-19 vaccines from the People and Government Barbados, India, United Arab Emirates, Mexico, United Kingdom, United States and the Slovak Republic. The GOB procured vaccines through the COVAX and African Medical Supply Platform facilities. The vaccines were purchased through the United Nations Children Emergency Fund and PAHO Revolving Fund.

The Project will finance the procurement of doses sufficient for primary vaccination of 55 percent of the population. This includes retroactive financing for primary vaccination doses

of 39 percent of the adult population and proactive financing for primary vaccination of children ages 5-11, equivalent to 16 percent of the population.

The GOB seeks retroactive financing for up to 228,360 of the secured doses, including the already delivered 148,800 doses of the J&J vaccine from the AVAT facility (primary vaccination for 34.58 percent of the total population) and others to be defined in due course and comply with the World Bank requirements.

Moreover, as an adapted formula of the Pfizer vaccine has recently been approved for use among children ages 5-11 years, the GOB is seeking proactive financing for the procurement of an additional 150,000 doses of the child formulation of the Pfizer vaccine with the Project financing (primary vaccination for 15.7 percent of the population). With the procurement of the Pfizer vaccines for the children, total vaccine procurement (purchases and donations combined) will reach 1,160,810 doses, sufficient for primary vaccination and booster vaccines (for adults 18+) for 96 percent of the population. The 96 percent exceed the GOB's 88.5 percent vaccination target (based on those eligible for vaccination), with the oversupply due to the recent influx of Pfizer vaccine donations from the United States and other countries e.g. UK, India, Mexico, Barbados, United Arab Emirates, and Slovakia

#### *Regulatory approval for COVID-19 vaccines*

The MOHW relies on stringent regulatory authorities' approval before accepting COVID-19 vaccines. Examples of stringent regulatory authorities of reference are the WHO, the European Medicines Agency, the Australian Therapeutic Good Administration, Health Canada, the United Kingdom Medicines and Healthcare Products Regulatory Agency, the United States Food and Drug Administration; and the Caribbean Community - Caribbean Regulatory System. With one or more of any of the stringent regulatory authorities listed, the MOHW then proceeds to issue an Emergency Use Authorization Letter for the importation of the vaccines. The Ministry of Foreign Affairs assists the MOHW with the necessary documentation to access donated vaccines.

#### *Delivery of COVID-19 Vaccines*

##### *Receipt of vaccines*

The MOHW has an institutional arrangement with the Belize Customs Department for the receipt of vaccines (any kind) upon arrival of the flight at the Phillip Goldson International Airport (PGIA) for efficient clearance process of vaccines at the airport. The relevant documents (invoice or donation letter, air waybill, good manufacturing practice certificate and certificate of analysis) for vaccine importation must be received before vaccine arrival. For the Belize Customs Department to authorize early release of goods, the invoice or donation letter and air waybill are the minimum documentation required. The Belize Airport Authorities allow the MOHW team to enter the airport tarmac to receive the vaccines 24/7 once the request is submitted before arrival during normal working hours.

Before vaccines arrive at the Phillip Goldson International Airport, the designated broker is notified, documentation prepared and in collaboration with the Customs Department, usually within the first 2 hours after arrival, the vaccines are received and stored at the national vaccine storage facility in Belmopan, Belize, irrespective of arrival date and time. Usually, the PAHO country office and other suppliers advise the MOHW of expected arrival date and time which allow for custom clearance preparedness by the local team.

#### *Taxes*

The vaccines addressed to the MOHW are property of the GOB and as such are exempt from importation tax.

#### *Vaccine transportation from PGIA to the National Vaccine Storage Facility (NVSF) in the City of Belmopan*

The vaccines are transported from the PGIA in Ladyville to the NVSF in the City of Belmopan upon receipt of the vaccines at the PGIA. The vaccines are received at the NVSF within 2-3 hours after arrival. The cold truck (+2° - +8° C) from the Central Medical Supplies (CMS) is the usual truck used for the transportation of the vaccines. The Vaccine Technician is physically present at the PGIA along with the broker for the receipt of the vaccines and is ready to troubleshoot should any bottleneck arise when transporting the vaccines from the PGIA to the NVSF.

#### *Storage of COVID-19 Vaccines*

##### *Vaccine receipt at the NVSF*

Depending on the type and amount of the vaccines received, the Vaccine Technician decides whether additional staff is required to assist with the receipt of the vaccines. The vaccines are received, data loggers stopped, and vaccines are stored inside the walk-in coolers or the ultra-low temperature units following the manufacturing company recommendations.

##### *Release for use – vaccines received*

Some COVID-19 vaccines require submission of data loggers for review of temperature excursion. These are submitted electronically to specific persons from the manufacturing company. After careful review of the data loggers the manufacturing company will issue a release on the status of the vaccine condition for immediate use or to be withheld until further notice.

### *Notification of vaccine arrival*

The Vaccine Technician advises the Maternal and Child Health Technical Advisor and the EPI Manager of the arrival of the vaccine. The EPI Manager and the Vaccine Technician advise the health regions and districts of the vaccine arrivals. The Maternal and Child Health Technical Advisor notifies the national health authorities of the vaccine arrivals. The vaccine technician also prepares the receipt notification of the vaccines stating the amount and condition in which the vaccines were received. If there is a concern with temperature excursion, forms and photographs have to be submitted for further evaluation by the manufacturing company.

### *Vaccine temperature excursion*

When there is confirmed vaccine temperature excursion during transportation, vaccines procured through PAHO Revolving Fund are replaced by the manufacturing company at no extra cost to the Ministry of Health and Wellness.

### *Vaccine storage at the district level*

At the district level the largest urban health center or Polyclinic serves as the district store. Each urban health center or polyclinic stores the vaccines in ice lined refrigerators at +2oC to +8oC or in freezers -15oc to -25oC following the manufacturing company recommendations. From the district store, the vaccines are distributed to the rural health facilities, closer to the home of individuals to be vaccinated. Usually, the vaccines are deployed on a monthly basis and based on the population size of the catchment area. If there is an increase in demand, there is no restriction for replenishing vaccine stock at the operational level.

### *Controlling the vaccine temperature*

Vaccines are considered perishable products. Vaccines require strict control of temperature from production to vaccination in arms, including during transportation from manufacturing company to the operational level. At the NVSF vaccines temperature are monitored utilizing electronic devices that send an alert via WhatsApp, telephone, and email if the vaccines are exposed to temperature outside of the recommended range. The vaccines temperature is also monitored manually, and the temperature recorded first thing in the morning and at the end of the day. At district level and the operational level, the same procedures follow. At the district and operational level, the temperature control is done manually. During outreach sessions the vaccine carriers are equipped with thermometers or vaccine vial monitoring devices that changes color if there is temperature excursion

### *Maintenance plan for cold chain equipment*

Every three months the air conditioning units, walk in coolers and refrigerators and ultra-low temperature units are checked at the NVSF by refrigeration technicians. After their assessment, repairs or other works are recommended. The MOHW ensures these recommendations are completed as soon as possible. The MOHW has work arrangements with the refrigeration technicians who make themselves available to attend emergency situations 24/7.

### *Distribution of COVID-19 Vaccines*

#### *Planning and coordination*

Proper coordination and communication of the distribution plan for the vaccines at the sub-national levels (districts, cities, towns, villages) is necessary to promote an effective deployment of vaccines. Each year, considering the target population and doses per vaccines, the EPI Manager prepares the EPI budget for MOHW approval and submission to PAHO Country Office. PAHO Revolving Fund submit to MOHW a proforma invoice which is used for wire transfer of prepayment in full for vaccines.

#### *Distribution of the vaccines*

The distribution plan for the vaccines is based on the population size per district or catchment area. Vaccines from the NVSF are distributed to the districts. The urban health center or Polyclinic in the respective district serve as the district store of vaccines. The urban health facilities are responsible for the distribution of vaccines to the health facilities in rural communities in their catchment areas, including facilities from the private and non-governmental organization sectors.

#### *Requisition of vaccines*

The requisition of vaccines is done utilizing the supply chain management module within the BHIS. The requisition is built considering the target population, the number of individuals expected to be vaccinated in maximum one month. The current inventory of vaccines is deducted from this number to avoid surplus at the health facility. If a given district runs short on vaccine stock before the month is up, the NVSF is instructed to attend all requests within or outside of the planned dates for requisition of vaccines to eliminate missed opportunities for vaccination

### *Vaccines pick up*

The vaccines are picked up from the NVSF in MOHW trucks. It is recommended in the absence of cold truck for the vaccines to be picked up in trucks with camper or depending on the number of vaccines, these can travel in the truck cabin. The PAHO will soon deliver cold trucks to the MOHW, one per health region and one for the NVSF to improve on the quality of the transported vaccines from the NSVF to the different districts.

### *Daily amount of vaccine to be used at the point of vaccination*

Each health team is responsible to estimate the number of doses of vaccines to be used in each day. The number is based on the estimated population or based in history or trend of doses administered in the last week or month. If there might be an opportunity for larger number of individuals to get vaccinated, the team prepares a minimum of two vaccine carriers. The first one is use for vaccination of individuals and the second vaccine carrier is used for storage of vaccines, which is opened only if there is need to replenish vaccines used from the first vaccine carrier.

### *Vaccination sites and modalities*

Fixed health facilities: Health facilities with installed cold chain equipment provide vaccines to walk ins during working hours. Vaccination procedures are always followed. At the majority of the primary care facilities, there is access to the BHIS for real time data entry of vaccines administered.

School based vaccination: The team is made up based on the number of children to be vaccinated meets, the data is collected manually and later in the day entered into the BHIS. Out of school children are welcome to get vaccinated at the nearest school.

Public venue: Usually internet is made accessible. Vaccines administered are documented on paper and into the BHIS in real time.

Workplace, nursing homes, bed ridden persons: this vaccination modality is the costliest. It is done based on request received.

Mobile vaccination sites in rural communities: this modality implies having a team of vaccinators traveling to rural communities to offer information to community members and vaccines to individuals. The majority may have access to internet on the go to enter the data on vaccines administered to individuals.

## *Monitoring of COVID-19 Vaccines administered*

### *Documentation of vaccines administered*

The MOHW has procured laptops and tablets for the documentation of vaccines administered. The MOHW has liaised with the telephone company to secure access to internet at the largest vaccination sites at community level, to ensure access to BHIS where the doses administered are entered in real time. Despite having access to the BHIS on the go, there is still documentation on paper ongoing, until the documentation system becomes paperless completely. The data collected manually is the date of vaccination, full name of individual as per social security card or other form of identification, social security number, date of birth, current address and phone number, name of next of kin, community, and district of residence, additionally required for children, is the name of the parent or guardian and contact phone number. Reasons why there's still paper documentation of vaccine administered are e.g. some rural communities have no access to internet signal; at times, data entry clerks are not available for data entry in real time at the mobile vaccination site. See **Table 23 Monitoring of Priority Group**

### *Reports on vaccines administered*

There are two sources of report on the number of vaccines administered. The first report is generated at the end of the day. Each vaccination team sums up the total of vaccines administered by type of vaccine, dose and single age or age group and sex. This is done on paper forms. A summary of this aggregated data is submitted via WhatsApp to the district public health nurse who then compiles the data for the district. The district compiled data is sent to the EPI Manager who consolidates the country total for the day. The EPI Manager is the only authorized person to prepare this daily report. The daily summarized data is then entered into a Google spreadsheet for trend analysis of daily vaccines administered by district and type of vaccine and dose administered by district where administered. The second report is the one obtained from the BHIS. This report can be disaggregated by day, week, month, quarterly or annum. It can be disaggregated by age group and by sex, by type of vaccine and number of dose or booster dose administered. The BHIS can provide disaggregated data by district and community of residence, and urban and rural communities.

*Table 23 Monitoring of Priority Group*

| Phase        |    | Target Population   | Numbers        | # Primary Vaccination | % Vaccinated | %At Least 1 Booster |
|--------------|----|---|----------------|-----------------------|--------------|---------------------|
| 1            | 1A | Health Care Workers   | 5,000          | 2546                  | 50.9         |                     |
|              | 1B | Persons 60 years and older  | 25,000         | 24143                 | 96.6         | 11871               |
|              | 1C | Persons at higher risk of complications (cancer, HIV, and requiring dialysis) | 5,000          | 121                   | 2.4          |                     |
| 2            | 2A | Essential frontline workers: Teachers and police officers                     | 8,263          | 6325                  | 76.6         |                     |
|              | 2B | National assembly & judiciary, customs and immigration                        | 520            | 309                   | 59.4         |                     |
|              | 2C | Tourism sector  | 8,000          | 6357                  | 79.5         |                     |
| 3            | 3A | Frontline workers (Belize Defense Force, coast guard, fire service)           | 2,624          | 1439                  | 54.8         |                     |
|              | 3B | Persons with co-morbidities   | 30,000         | 5819                  | 19.4         |                     |
|              | 3C | Frontline workers (red cross, utility workers)                                | 10,200         | 992                   | 9.7          |                     |
| 4            | 4A | All other public servants   | 10,000         | 1982                  | 19.8         |                     |
|              | 4B | Transportation workers  | 1,000          | 642                   | 64.2         |                     |
| 5            | 5A | All other persons 18-59 years   | 143,677        | 160951                | 112          | 35602               |
|              | 5B | Persons 12-17 years (added August 23, 2021)                                   | 58,214         | 27416                 | 47           | 2620                |
|              | 5C | Persons 5-11 years  | 73,013         | 7467                  | 10           | 0                   |
| <b>Total</b> |    |   | <b>380,511</b> | <b>220,861</b>        | <b>58</b>    | <b>50,083</b>       |

*Note: The numbers highlighted in RED are unofficial reports taken from daily COVID-19 Vaccination Reports to EPI Manager, MCH Unit. All other numbers added are data obtained from 'Open Reports' BHIS*

*Communication with Public*

There are concerns about the hesitancy of vulnerable communities, which can require more targeted public health campaigns to facilitate equality of access and uptake. Bank financing will be used to build trust in immunizations through citizen and community engagement and an aggressive communication campaign. Targeted outreach and communication can be directed to promote access and reduce vaccine hesitancy among migrants and vulnerable communities, including indigenous people. A demand generation and communication plan will be developed and implemented at all levels. Example of interventions to be included in the plan:

- Survey on staff attitude towards vaccine.
- Sensitization of target population.
- Sensitization of journalists and other stakeholders on the disease and vaccine introduction plan.



- Communicating to the population -the target population to be vaccinated.
- Communicating to the population - the vaccine access and coverage by district and target population.
- Radio and TV talk shows, press releases and social media will be used to sensitize the general population.

Printed material, such as flyers and pamphlets, on vaccine information for the public, the updated vaccination schedule, and immunization cards will be distributed to the districts simultaneously with vaccine and immunization supplies (such as syringes and safety boxes).

Printed and aired communication materials such as posters, flyers, banners, jingles on radio and television advertisements gearing toward children within the age group to be vaccinated, parents or caregivers will also be printed and disseminated before and during the vaccination campaign. Immunization cards has been procured and distributed to the districts, ancillary supplies such as syringes and safety boxes are available at the MOHW

The following activities geared towards the immunization of children 5-11 years will be carried out for the promotion of the benefits of being vaccinated and where the vaccines can be accessed. See **Table 24 Communication Activities**

**Table 24 Communication Activities**

| No | Communication Activities   | Details  |
|----|--|--|
| 1  | Live sessions  | OYE, Stereo Amor, Love FM, KREM, CTV3, Sunup, Rise and Shine.  |
| 2  | Sensitization sessions   | School management teams, Principals, Teachers, Parents, and guardians, MOECST Administration staff, Students, Religious Leaders, BNTU, NTUCB, Staff @ HQ, Staff in the regions, Media. |
| 3  | Flyers   | Information sheet on the vaccine.  |
| 4  | Poster   | Kid and football design.   |
| 5  | Jingle   | Jingle targeting children.   |
| 6  | Campaign announcement<br>“COVID 19 VACCINE FOR CHILDREN 5 TO 11 YERS IS NOW AVAILABLE IN THE COUNTRY.<br>GET PROTECTED<br>GET VACCINATED<br>YOUR CHILD CAN GET VACCINATED AT SCHOOL OR AT YOUR NEAREST VACCINATION SITE” | Campaign announcements translated to Spanish, Maya Kekchi and Mopan, and Garifuna.   |
| 7  | Tokens for kids  | Refreshment, drawing paper and crayon.   |
| 8  | Stand up selfie frame  | Procure materials for each district to build their own.  |
| 9  | Town criers  | Procure mobile sound equipment to play announcements and jingles at the community level.   |
| 10 | Text blast SMS   | Develop text messages and send via phone company.  |

*Training*

As additional staff is hired for vaccination and monitoring teams, trainings need to be performed. Bank financing will be used to train staff.

Education sessions will be conducted for personnel responsible for the management and administration of the vaccine at all levels. The purpose is to ensure adherence to standard operating procedures (SOPs), that include manufacturer’s recommendations and IPC measures; process for identifying target population and documenting vaccines administered. The training/education sessions will focus on:

- Practical aspects of the vaccine deployment activities.

- Ensure each vaccination provider understands the importance of vaccine and vaccination, such as the vaccine characteristics, the two-dose schedule and vaccine management.
- Ensure that each vaccination provider is ready and confident to undertake the task.

National and district training sessions will be held for public and health care personnel to discuss all aspects of the COVID- 19 vaccine introduction. Topics included are:

- Storage and management of COVID-19 Vaccine
- The WHO revised Open Vial Policy
- Updated vaccination records
- Objectives for the vaccine introduction and its benefits
- Vaccination program and vaccination strategies
- Adverse Events Following Immunization (AEFI) surveillance during and after vaccine introduction

### *Safety Surveillance*

The disposal of used needles, syringes and other materials is critical to the operation of the mass vaccination activities. Equipment used for vaccination, including used vials, ampoules or syringes, should be disposed of by placing them in a proper, puncture-resistant ‘sharps box’ according to national and local guidelines. An appropriate virucidal disinfectant should be available for managing spills of vaccines in all settings where vaccination is administered.

Compliance with waste disposal protocols will be monitored during vaccination sessions.

### *AEFI Monitoring*

Belize has an established AEFI surveillance system for the documentation and reporting of adverse events following immunization integrated in the surveillance of VPDs managed under the EPI. The surveillance system is in place even before the launch of the COVID 19 vaccination campaign. The staff receive annual refresher training hence they are familiar with the VPD surveillance system. AEFI cases are investigated within 24 hours of notification using a specific investigation form and findings are reported immediately to the District Public Health Nurse and the EPI Manager. AEFI Forms will be available to all facilities; sufficient forms are printed and distributed in advance to the districts. The electronic health information system will need to be updated for detecting an AEFI following COVID-19 vaccination. Management of AEFI will be included in the training session.

Each vaccination team will have the medication on hand at all times in case of severe allergic reaction to the COVID-19 vaccine. Management of severe allergic reaction will be

included in the training package for vaccination teams. Persons with known history of allergy of any type will be asked to be vaccinated at large health facilities or hospital.

## 12. Annexes

### Annex A – PPPMU TORs and Project Documents

#### *Annex 1. Staff – TOR ES Specialist*



1. Final Terms of  
Reference\_ES Speciali:

#### *Annex 2. Staff - TOR M&E Specialist*



2. Final Terms of  
Reference\_World Banl

#### *Annex 3. Staff - TOR Senior Accounts Officer*



3. Final Terms of  
Reference\_World Banl

#### *Annex 4. Staff - TOR Project Officer*



4. Revised Draft  
Terms of Reference\_V

#### *Annex 5. Staff - TOR Procurement Officer*



5. Draft Terms of  
Reference\_Procureme

#### *Annex 6. Staff - TOR Driver*



6. Draft Terms of  
Reference\_Driver\_3.18

#### *Annex 7. Staff - TOR Health Planner*



7. Draft Terms of  
Reference\_Health Plar

*Annex 8. Staff - TOR Director PPPMU*



8. Director PPPMU -  
TOR.docx

*Annex 9. Staff - TOR Project Manager*



9. TERMS OF  
REFERENCE - RMEI PF

*Annex 10. Staff - [TOR Procurement Manager](#)*

*Annex 11. Staff - TOR Project Accountant*



11. TOR\_PROJECT  
ACCOUNTANT.docx

*Annex 12. TOR National Coordinating Committee*



National  
Coordinating Commit

*Annex 13. Project Appraisal Document*



1. Project Appraisal  
Document (PAD).docx

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/252601645730521531/belize-covid-19-project>

*Annex 14. World Bank Guidelines for Preventing Fraud and Corruption*



WB 1. Guidelines for  
Preventing Fraud and

*Annex 15. World Bank Procurement Regulations*



WB 2. Procurement  
Regulations for IPF Bc

<https://pubdocs.worldbank.org/en/178331533065871195/Procurement-Regulations.pdf>

*Annex 16. World Bank Disbursement Guidelines*



WB 3. Disbursement  
Guidelines Feb 2017.p

<https://documents1.worldbank.org/curated/en/761311502312569760/pdf/ITK171540-201707091701.pdf>

## **Annex B – Financial Documents**

*Annex 17. IFR Statement Template*



1. Belize COVID  
Project IFR statements

*Annex 18. Chart of Accounts*



2. WB-9344-BZ -  
Chart of Accounts.xlsx

*Annex 19. PPPMU Internal Control Structure*



3. PPPMU Internal  
Control Structure\_4.13

*Annex 20. Smart Stream Procedures*



4. SMART Stream  
FC.docx

*Annex 21. PPPMU File Directory*



5. PPPMU - File  
Directory.docx

*Annex 22. External Audit TOR Template*



external audit TOR  
template.docx

**Annex C – Procurement Documents**

*Annex 23. Contract Management*



1. Contract  
Management.docx

*Annex 24. ICS Criteria*



2. ICS Criteria.docx

*Annex 25. MOF Exemption Form*



3. MOF Exemption  
Form.pdf

*Annex 26. Duty Exemption Request*



4. Duty Exemption  
Request.docx

*Annex 27. Project Procurement Strategy for Development*



6. WB - VP - PPSD  
Belize Covid-19 Respc

*Annex 28. Draft Procurement Plan*





7. Draft Procurement

Plan\_World Bank Vacc

{OBJ} {OBJ}

## **Annex D – Environmental and Social Documents**

*Annex 29. [ESCP](#)*

*Annex 30. [BCERP Draft Stakeholder Engagement Plan](#)*

<https://documents.worldbank.org/en/publication/documents-reports/documentdetail/099900001102241830/stakeholder0en0e0project000p177987>

## **Annex E – GOB Vaccine Plans**

*Annex 31. Vaccine Introduction Plan*



1.

COVID-19-Vaccine-Int

*Annex 32. Plan Pediatric*



2.

Plan-Pediatric-COVID-

## **Annex F – Construction documents**

*Annex 33. Map of Site*

[Palm Center Construction Site](#)

*Annex 34. Sketch of Central Storage Facility*

[Central Medical Storage Facility Plans- Elevations](#)

[Central Medical Storage Facility Plans - Floor Plan](#)