



OPERATIONAL MANUAL
FOR IMPLEMENTING THE
GRANT PROGRAM FOR ENHANCING
COLLABORATION BETWEEN SCHOOLS AND
BUSINESS COMMUNITY

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Developed under the Skills Development and Innovation
Support Project



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1. Introduction

The Ministry of Education and Science through the Skills Development and Innovation Support Project (World Bank Loan 8332 MK), started the implementation of a grant program to support joint projects between secondary vocational schools and enterprises aimed at improving the practical training of students and their employability skills.

The overall objective of this program is to increase the number of secondary vocational school students that benefit from practical training in/or provided by small and medium-size enterprises (SME) and large sized firms, as well as increase the quality of the practical training by providing financial support for implementation of the various models of engaging vocational schools/enterprises in practical vocational training and identifying the most successful models.

More specifically, the overarching purpose is to increase the number of students who, through exposure to highly quality practical training, acquire technical and socio-economic skills (including entrepreneurship skills) to better prepare them for the world-of-work and therefore improve their employability after graduation.

The grant program is designed and anticipates various models, each belonging to the specific Grant pillar that defines particular approach of engagement, including but not limited to the following:

Grant Pillar 1: Work Based learning aimed at gaining competencies and knowledge at the workplace.

Grant measure 1.1: Setting up a school company within the VET school through business guidance and mentoring (business mentoring relationship);

Grant measures 1.2: Involvement of students in the in-house training courses at employers place;

Grant measure 1.3: Placement of students in practical training in companies;

Grant Pillar 2: Work related learning aimed at learning from studying or experiences in or related to the world of work

Grant measure 2.1: Establishment of problem based learning courses of a small scale

Grant measure 2.2: Establishment of the summer camps learning programs within the schools;

This Operational Manual further provides the information as well as rules and procedures that should be followed by the stakeholders for application, award of grants on competitive basis and implementation of the grants under each of the Grant pillar measures. The key instrument for implementing the grants would be the Agreement signed between the Ministry of Education and Science on the one hand and a TVET School and participating business on the other.



2. Common terms and conditions of the Grant program

2.1 Implementing agencies

This Grant Program is implemented by the Ministry of Education and Science (MoES) and can be utilized by the secondary vocational schools during the period of implementation of the Skills Development and Innovation Support Project as defined in the Loan Agreement #8332 MKup to May 31st 2019 or any other additional period that would be agreed between the MoES and World Bank.

The Ministry of Education and Science is the implementing agency of this Grant Program and it is ultimately accountable for execution of all project activities.

The Primary and Secondary Education Sector (hereinafter: PSE Sector) within the MoES together with the Project Management Unit (PMU) of the Skills Development and Innovation Support Project are the Grant Program administration bodies.

The PSE Sector will be responsible for the overall implementation of the activities of the grant program. In this task the PSE sector would be supported by the Project Management Unit (PMU) of the Skills Development and Innovation Support Project.

More specifically, the Grants Program Officer within the PMU will be responsible to support the PSE sector in:

- Coordination of the grant activities between all stakeholders;
- Assist the Public Relation Unit within the Ministry of Education and Science in organization of program promotion activities;
- Provide technical and logistical support in the grants review and selection process to ensure compliance with the various policies, financial guidelines and budget requirements as well as draft the evaluation reports.
- Contract management of the school – industry projects financed through the grant program including but not limited to monitoring of the proper and timely implementation of the grant activities as defined in the grant agreement, provision of support to the VET schools and industry partners; coordinate the work for proper fulfillment of the grant reporting obligations etc.
- Facilitating regular communication with grantees, maintaining cooperative partnerships between the MOES and the grantees and other possible stakeholders
- Establishing and maintaining the register/database of grantees;



The Procurement Manager within the PMU is responsible to ensure that the WB procurement procedures are followed by the schools and to conduct procurement monitoring in the form of post review of contracts in accordance with the procedures stipulated under section 2.5.2.2. The Procurement Manager will train the grant beneficiaries on the usage of procurement guidelines and subsequent templates.

The Financial Manager within the PMU is responsible to monitor that the schools 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 School Sub-project, track and monitor the grant funds usage by grant awardees and propose actions to be taken in order to comply with the Macedonian and WB financial management procedures and that at the Bank's or the MOES request such financial statements are audited by independent auditors acceptable to the Bank, in accordance with consistently applied auditing standards acceptable to the Bank. The Financial Manager is responsible to conduct financial monitoring in accordance with para.2.5.2.1. The Financial Manager will train the grant beneficiaries on financial procedures and preparation of reports in accordance with Annex C.6.

The Monitoring and Evaluation Officer/ within the PMU is/are responsible to ensure that the schools maintain policies and procedures adequate to enable monitoring and evaluation in accordance with indicators acceptable to the Bank, the progress of the School Sub-project and the achievement of its objectives and to conduct internal monitoring and evaluation activities. An external operational and performance monitoring and evaluation shall be done by independent consultants hired within the SDIS Project.

The Project Management Unit is also responsible to provide information and support the VET schools and industry partner companies on the application procedures and grant implementation procedures.

SDIS PMU staff (Procurement Manager, Financial Manager, Monitoring and Evaluation Specialist and Grant Program Officer), as well as any additional consultants hired by the MoES, would perform the trainings to schools for grant application and implementation procedures on behalf of the Ministry of Education and Science. The training will be provided to all interested applicants 5 to 10 days after each public call announcement. All interested TVET schools shall undergo the training. The training will be divided in two parts: (1) specific grant-related training that will elaborate in details different grant schemes where procedures and documentation for grant application will be elaborated and (2) general project management training including procurement procedures, financial management rules and monitoring and evaluation framework. Target groups for the training are: school principals, school management board members, school staff and industry partner companies' staff.

The Public Relation Unit (PR Unit) within the Ministry of Education and Science is responsible for undertaking all necessary steps for dissemination of the information on the Grant Program and raising awareness among stakeholders.



The promotion activities might include but are not limited to:

- preparation, design, printing and dissemination of information materials.
- organization of the joint information sessions for the business companies and VET schools. The joint information sessions can support the VET schools in finding an interested partner from the business community and vice versa. It is suggested in the implementation of this activity that the PRUnit should rely on the support of the Chambers and Employer organizations in Macedonia.
- organization of program awareness campaign through media (TV and newspaper) if found suitable and needed.
- any other communication method that is found effective for proper dissemination of information on the possibilities of the Grant Program.

Grant beneficiaries are the Macedonian public VET schools and they are responsible in cooperation with the industry partner company to implement the activities related to the awarded grants. The School Management Boards within the schools are responsible to monitor the process of preparation of the application as well as be one of the signatory sides of the application, therefore expressing their commitment to the grant objectives and expected outcomes as well as to monitor the progress of grant implementation.

2.2 Time schedule

The Ministry of Education and Science would announce two public calls per year. The approximate annual timeframe¹ for implementation of the grant program is as follows:

Activity	Indicative Time Frame (for 2016)	Responsibility
Public Awareness Campaign	March 07 – March 30	
❖ Preparation, Design and printing of information materials	March 07	PMU/Public Relation Unit
❖ organization of the joint information sessions for the business companies and VET schools	March 07-March 25	Public Relation Unit/PSE sector/PMU
Public Call	April 1-May 15	

¹These dates are foreseen for the first year of implementation and can be valid for each consecutive year until the complete utilization of the assets allocated for the grant program.



❖ Public Call announcement	April 1	PMU
❖ Training of interested VET schools and industry partner companies on application procedure	April 5 – April 25	Consultant/PMU
❖ Application deadline	May 15	VET schools/Industry partner companies
Selection process	May 15 - June 15	
❖ Establishment of Evaluation Committees	May 15 – May 20	Minister of education and science
❖ Evaluation of the applications	May 20 – June 5	EC
❖ Drafting the Evaluation report	June 5 – June 10	PMU Grant program officer
❖ Submission and approval of the EC report by the World Bank	June 10 - June 15	PMU Grant program officer/World bank
Negotiations and contract signature	June 15 - July 1	
❖ Issued notification for the selected applicants	June 15	PMU Grant program officer
❖ Negotiations with the selected applicants	June 16-June 20	PSE sector/PMU Grant program officer; Financial manager; Procurement manager; Monitoring and Evaluation specialist
❖ Contract preparation and signature	June 20-July 1	PMU
Grant implementation	September 1 – (1, 2, 3 years depends on the grant measure for which the Grant is awarded)	

2.3 Grant size

The maximum size of the Grants under each Grant measure is as follows:

Grant pillar 1: Work based learning	
Grant measure 1.1: Setting up a school company within the VET school through business guidance and mentoring (business	Up to 20.000 EUR



mentoring relationship)	
Grant measures 1.2: Involvement of students in the in-house training courses at employers place	Up to 10.000 EUR
Grant measure 1.3: Placement of students in practical training in companies	Up to 10.000 EUR
Grant pillar 2: Work related learning	
Grant measure 2.1: Establishment of problem based learning courses	Up to 5.000 EUR
Grant measure 2.2: Establishment of the summer camps within the schools	Up to 5.000 EUR

The number of applications that each VET school can submit is not limited. The VET schools can apply with one or more than one application for each or any of the measures provided under Grant pillars. Still, one school may be awarded with more than one grant but for different grant measures. The detailed application process and requirements are prescribed under each of the Grant measures given below.

The number of grants that would be awarded per year is merely a decision of the Ministry of education and science based on the quality of the received applications as well as the availability of annual funds.

2.4 Evaluation of grant applications

All submitted applications shall be evaluated by the Evaluation Commission (EC) appointed in writing by the Minister of Education and Science.

The Commission shall be consisted of 7 members (2 members from the Ministry of Education and Science staff, 2 members from the Skills Development and Innovation Support PMU and 3 external members from the business community). The Chairperson shall be appointed by the Minister of Education and Science and shall be one of the EC members. Each member of the EC has the right to one (1) vote. The applications will be selected with majority of votes. Every member shall sign a "Declaration of confidentiality, impartiality and no conflict of interest", thereby declaring they do not have any conflict of interest related to the evaluation process, accept the confidentiality of meetings, not make known anything regarding the meetings, unless officially authorized and not purposefully favor or prejudice anybody. Any EC member that has a direct interest arising from the grant award shall withdraw from discussion and from vote on a specific grant proposal and shall be replaced by another member.

The Chairperson of the EC shall be responsible for organization of the work of the EC and scheduling the meetings. The work of the EC would be supported by the PMU Grants Officer who will provide technical and logistical support and will be responsible for taking minutes from the meeting and drafting the Evaluation Report that is to be signed by all EC



members. The EC, if needed, can require additional expertise from sector experts. The request to involve sector experts is to be submitted through the PMU Grants Officer to the Minister who will approve, select/nominate and appoint additional experts. The additional sector experts will not have voting rights. Their role will be consultative.

The Commission shall evaluate only those applications that are complete. For the purposes of evaluation, the EC will use the evaluation matrix provided under each Grant measure.

2.5 Grant program monitoring and evaluation framework

Strong monitoring and evaluation (M&E) framework will be applied during the implementation of the Grant Program. It would anticipate the following forms of M&E during the grant program lifetime:

- Internal monitoring and evaluation - routine and periodic measurement of the Grant program inputs, activities and outputs which will be done by the PMU monitoring and evaluation specialist within the Project Management Unit based on the progress reports submitted by VET schools.
- Internal financial and procurement monitoring – routine and periodic internal monitoring of fiduciary aspects with respect to financial and procurement management which will be done by the PMU financial and procurement managers respectively as off site and on-site reviews.
- External audits i.e. performance, operational and financial audits performed by independent companies on yearly basis during the project lifetime;
- Monitoring and evaluation based on the agreed Results Framework and monitoring given in the Project Appraisal Document which will be done by the monitoring and evaluation officers within the Project Management Unit.

2.5.1 Internal monitoring and evaluation

The internal monitoring and evaluation is to be done periodically and would track the progress of the grant implementation.

The bases for internal M&E are the periodic (quarterly and annual) reports submitted by the schools as defined in the Reporting obligations section under each Grant measure.

2.5.2 Internal financial and procurement monitoring

2.5.2.1 Financial Monitoring



Financial monitoring shall be done by the Financial Manager within the PMU in order to ensure that the Grant financial provisions and procedures are followed by the schools. Financial monitoring includes on-site and desk (off site) review.

On-site review shall be done annually for all grants. For an on-site review the grant beneficiary shall provide all required financial related documents during the Financial Manager's visit.

Desk review shall be done on a quarterly basis in relation with the quarterly IFRs and bank statements. For a desk review the grant beneficiary shall send a copy of all required financial related documents no later than 1 week upon such a request is issued by the Financial Manager. The financial monitoring shall take into account the grant funds as well as any contributions from the school budget towards the implementation of the grant activities.

The grant recipients will be informed on the conclusions of the reviews in no later than 4 weeks. In case of irregularities the grant recipients will have to act and remedy any irregularities noted in no later than 2 weeks upon receiving such information, otherwise the grant may be terminated as per the provisions stipulated in this operation manual.

2.5.2.2 Procurement Monitoring

Procurement monitoring shall be done by the Procurement Manager within the PMU in order to ensure that the WB procurement procedures are followed by the grant beneficiary. All contracts signed under the grant program shall be subject to post review. Post review of contracts will be carried out by the Procurement Manager within the PMU on a biannual base. Post review shall be performed as on-site review or as desk (off site) review. For an on-site post review the grant beneficiary shall provide all required procurement related documents during the Procurement Manager's visit. For a desk post review the grant beneficiary shall send a copy of all required procurement related documents no later than 1 week upon such a request is issued by the Procurement Manager.

2.5.3 External audits

2.5.3.1 Operational and performance audit

After the completion of the first year of implementation of the Grant program the Ministry of Education and Science would perform operational and performance audits that will serve as process evaluations to assess program implementation against its design and to propose corrective measures for any bottlenecks identified early on.

The operational and performance audits will be performed by independent bodies hired by the Ministry of education and science and financed by the project proceeds.

The main objective of the operational audit is to express professional opinion on the efficiency and effectiveness of the program in meeting its objectives by conducting a thorough and in-



depth examination of the financial and other administrative arrangements for implementation, operation and delivery of the project including systems, procedures, practices and structures and provide recommendations for adjustments/modifications to be made in the process.

The main objective of the performance audit is to verify the information received by the schools and to use spot checks in order to validate the accuracy of information.

Based on the findings and recommendations of the auditors the Ministry of Education and Science on annual base might revise the Grant measures on annual base, revise the processes and/or prepare remedial action plan which will address the bottlenecks, and define the responsible actor and timeframe for implementation.

The operational and performance audits shall be done each year after the completion of the one year implementation period of the awarded grants. To facilitate the procurement procedures it is suggested that the MOES should sign a contract with the independent auditors for the life time of the Grant program.

2.5.3.2 Financial audit

The Ministry of Education and Science shall hire an independent audit company that shall conduct a review of the way the procedures related to grants as described in POM and this SGOM and other related project documents are applied in practice, as part of the extended scope of the annual project financial audit.

2.5.4 Results Framework and monitoring

This M&E shall be done by the PMU Monitoring and Evaluation Officer/s based on the agreed Results Framework and monitoring given in the Project Appraisal Document.

2.6 Common Financial Arrangements

2.6.1 Reporting

Each grant beneficiary shall prepare a full set of interim unaudited financial reports (IFRs) on a quarterly basis and send to the PMU Financial Manager in a period of 15 days after the end of each quarter (each quarter ends respectively on 31 March, 30 June, 31 September and 31 December). The reports will incorporate detailed information on amounts transferred to the schools from the MoES, amounts transferred to the suppliers/consultants, and any unused funds for each quarter, year-to-date and on cumulative basis.

The IFRs will comprise the reports presented in Annex C.6.

In case the same school receives several grants separate records per each grant measure shall be kept. The IFRs submitted to the PMU can be separate per grant with a clear reference on



source of financing and uses of funds, or the schools can prepare centralized IFRs as well, as long as the inflows and payments are presented separately per each grant.

The Financial Manager will support the grant beneficiaries in IFRs preparation and submission of respective financial data.

2.6.2 Eligible expenditures for financing under the grant agreement

The following expenditures **will be eligible** for financing out of the Grant proceeds

- Expenditures stipulated in the approved Budget which is integral part of the application and Grant Agreement.
- Taxes arising from the expenditures stipulated in the proposed and approved Budget.

The following expenditures **will not be eligible** for financing out of the Grant:

- Expenditures for Goods and Consulting Services arising from contracts between the grant beneficiary and their subsidiary or affiliated companies;
- Expenditures for second hand goods;
- Expenditures arising from contracts with a firm/individual who is in conflict of interest or is not eligible under World Bank financing under Paragraph 1.6 through 1.10 of the WB Guidelines for Procurement of Goods, Works and Non-Consulting Services(issued January 2011) or Paragraph 1.9 through 1.13 of the WB Guidelines for Selection and Employment of Consultants (issued January 2011).
- Expenditures not stipulated in the approved Budget which is integral part of the application and Grant Agreement.

2.6.3 Accounting Policies and Procedures

The VET schools shall use the National Treasury System for accounting and reporting purposes. Accounting books and records would be maintained on a cash basis, in line with the applicable budgetary classifications and chart of accounts required by the national legislation. Supporting documentation for all transactions under the project-supported grants will be maintained in line with the requirements of the applicable national legislation and in a manner that would allow adequate identification of the underlying expenditures. Project financial statements for the grants would be presented in national currency. The grant-beneficiaries are obligated to 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 operations, resources and expenditures related to the school project.



Any transactions incurred under the grants should be properly disclosed in the project financial statements. The grant beneficiaries have to apply in practice a set of internal controls as given in paragraph 2.6.4. Internal controls.

2.6.4 Internal controls

An appropriate system of internal controls for implementation of grant activities will be instituted by each VET school. Key internal controls to be applied include:

- appropriate authorizations and approvals;
- segregation of duties (different persons being responsible for different phases of transaction);
- original documentation filed and available for verification to support transactions.

2.6.5 Flow of Funds

Funds will be transferred to grant-beneficiaries' accounts from the Designated Account-A of the Ministry of Education and Science – SDIS Project (passing through the mirror Denar Account). Funds will be transferred in MKD according to the buying exchange rate of the date of payment of the tranche to each school. Each school would prepare request for payment for transfer of funds signed by designated signatories and submitted to the SDIS PMU- MoES.

For the purpose of grant funds transfers, each school shall open a separate donor account within the Treasury System in MKD. The account will be used only for the purpose of financing activities under the grant agreement. The payment order signed by designated signatories would then be submitted to the Treasury where the respective account is opened for payment to the grant beneficiaries.

Funds will be transferred to grant-beneficiaries' accounts in one or several tranches, depending on the type of grant, against request for payment accompanied by appropriate supporting documentation. The Financial Manager of the PMU is responsible for review of the request for payment and supporting documentation. The PMU Director is responsible for approval of transfers.

Grant-beneficiaries' are obliged to transfer the received funds once they are due for payment, without unnecessary delays, to the respective supplier/consultant/business partner.

2.7 Contract termination

The Ministry of Education and Science may temporarily or completely discontinue funding and terminate the Grant Agreement if the Grant beneficiary:

- fails to comply with the approved project budget, or uses approved funds in different manner, including the redistribution of funds between the budget categories without the prior written consent of the Ministry;



- gives incorrect or incomplete information during the procedure for granting funds and implementation of the Grant;
- does not introduce appropriate policies and procedures that will enable the Ministry of Education and Science to supervise and evaluate project progress and achievement of goals, including regular reporting on the use of funds as per the prescribed formats and procedures;
- does not introduce and maintain adequate procurement management procedures and processes in accordance with the Procurement Guidelines provided in this Operational Manual;
- does not introduce and maintain adequate financial management procedures and processes and prepare financial statements in accordance with acceptable accounting standards, and in a way that adequately reflects the activities, resources and costs associated with the project;
- does not allow proper performance of external independent auditors hired by the MOES for project purposes;
- does not provide to the MOES the right to inspect the implementation of the project, its activities and all relevant project documents and submit them to the MOES upon request; fails to inform the MOES for any significant changes that have a material impact on the project;
- fails to submit IFRs or other additional documents as requested by the MOES;
- or any other misuse of funds found by the MOES, independent auditors or government authorities.

In case of the occurrence of any of the above mentioned circumstances, the Grant beneficiaries would be required to remove the violations. In case the beneficiary does not remove the violations the Ministry of Education and Science will terminate the Agreement and the Grant beneficiary must pay off the full amount of received funds within thirty (30) days and if this is not done, the amount would be subject to the legal penalty rate for each day of delay until execution of the final payment.

In the case of willful misconduct, imprudent or reckless behavior and fraud or other unethical behavior, the Ministry of Education and Science will report such behavior to the competent national authorities and the user will be subject to inspection.

The Grant beneficiaries may also request the Agreement termination if they find that for any reason the project is unlikely to succeed. In such case the Grant beneficiary shall submit documentation requesting termination of the project and financing. The Ministry of Education and Science shall establish the reasons for failure and if the grounds for termination can be



justified and are reasonable and not caused by any of the events listed above the MOES can on sole discretion decide the Grant beneficiaries not to be required to pay off the spent funds. The unspent portion of the funds shall be returned no later than thirty (30) days from receiving the MOES decision.

3. Description of the Grant measures

3.1 Grant Pillar 1 - Work Based learning

The Work Based Learning for students is envisioned to take place at a worksite, through a planned work learning experience. By definition, work based learning is a supervised work experience at a worksite where learning is aligned with and complements the classroom experience. In effective work based learning, learners are introduced to new concepts and skills; they apply and practice them; they bring back to the classroom questions that emerge from their practice; they get further explanation; and they continue to apply, practice and refine the skills and knowledge they have learned as they gradually make them their own. This integrated cycle of classroom concepts with worksite practice is an especially successful way to learn for students.

In order to improve the work based learning at the VET schools the grant program anticipates three (3) Grant measures, each described in details below.

3.1.1 Grant measure 1.1: Setting up a school company within the VET school through business guidance and mentoring (business mentoring relationship)

3.1.1.1 Description of the measure

This measure aims to encourage VET schools to establish and run school companies with business guidance and mentoring by Partner Company from the industry. The establishment and running of a school company is considered as an effective way for expanding of the vocational, transversal and entrepreneurial mindset, considering that such a mindset is created by learning directly from the real business sector. The evidence available at the level of EU countries, works in support of the efficiency of such programs which promote the development of vocational skills, transversal skills as well as entrepreneurial spirit among the young population, engage teachers more with the employers and allow them to get a deeper insight into technologies and the skills required to develop, use and operate them as well as provide schools with sustainable income that can be used for additional investments in learning environment.

The VET schools shall ascertain industry-partner company that is prepared to support the VET school to establish and run a school company by providing:



- business guidance and mentorship for establishment and running the VET school. The services that would be agreed between the partners shall be listed in the application.

training for the teachers involved in running the VET school company to receive first-hand experience of being part of a work environment and of being exposed to the practical use of the methods, tools, and technologies taught in the classroom;

VET schools would receive direct financial support within this measure for procurement of:

Goods/Equipment/Materials including

- Machines, appliances and equipment for the production of a specific products,
- Raw materials necessary for the production process,
- Spare parts and services for maintenance of the production machines, appliances and equipment,
- IT equipment and technical aids as support of the servicing processes,
- Office equipment (desk, chair, computer, printer ...)
- Other equipment not mentioned above but related to the implementation of the business idea;

All goods/equipment/materials that would be procured under the Grant program must be new and not used before. The second hand goods/equipment/materials are not eligible to be procured.

Consulting/Training services²

- Remuneration for the full time engagement of 1 (one) person, who shall be in charge of the process of establishing and running the school company for a period of maximum 12 months, if needed.

Other eligible expenses not incurred through a formal procurement procedure shall be:

- **Remuneration for business guidance and mentorship for the industry partner company**
- **Training expenses for work based training of the teachers at the industry partner company venue**
- **Operating costs** (max 15% of the total budget allocated for implementation of the business plan) - These expenditures can cover incremental operating costs incurred by

²It is up to the school to decide whether they will use existing employees or hire new ones.



the grant beneficiary on account of sub-project implementation, including dissemination of sub-project related information and publications (promotion/marketing expenses), office rent and utilities, insurance, maintenance and repair of office and equipment, office supplies, and other miscellaneous costs directly associated with the sub-project, all based on the agreed budget.

VET school companies shall be registered following the legislative requirements that are imposed by national Laws.

3.1.1.2 Objectives of the Grant measure 1.1

Each submitted application for Grant measure 1.1: Setting up a VET school company through business guidance and mentoring (business mentoring relationship) must meet, individually, all of the objectives stated below. **The Ministry of Education and Science expects to receive a substantial variety of project proposals, which shall meet the stated objectives.**

The objectives of this Grant measure are multifold. The establishment of the VET school company through business guidance and mentoring shall contribute to:

- improved cooperation between the VET schools and the business sector;
- stimulating innovative and sustainable small companies through proper business related guidance and mentoring;
- improvement of the competence of the teachers involved in running the VET school company by ensuring teachers receive first-hand experience of being part of a work environment and of being exposed to the practical use of the methods, tools, and technologies taught in the classroom;
- Increased number of students that will be involved in the practical training to gain vocational, entrepreneur skills and especially transversal skills demanded by the Macedonian companies;
- Increased confidence of the business sector to hire better-prepared students who understand the workplace expectations.

3.1.1.3 Size (amount) of the Grant measure 1.1

Each project proposal may bring the VET school a grant in the maximum amount of 1,200,000 denars (around 20,000 Euro in denar counter-value). The schools are allowed to add up the size of the Grant by contribution with their funds or in-kind (labour, assets, etc). Such contribution shall be indicated in the grant application. The value of the in-kind contribution should be reported in accordance with the school's accounting books and records. It is the responsibility of the school to ensure that the reported value for all items involving an in-kind contribution is



accurate/reasonable. A non-exhaustive list of in-kind contributions to guide applicants in their identification is provided in Annex A1.

The anticipated duration of this grant measure is 12 (twelve) months from the date of grant agreement signature.

3.1.1.4 Application process

In order to apply under this Grant measure the VET school shall submit the application in the form provided in Annex A.1 of this document.

The application must contain all the information that is required by the application form. The VET schools are free to add additional information that are found significant to be mentioned but are not required as a part of the application form template.

Costs that may be financed under this Grant measure include costs related to the procurement of goods/equipment/materials; costs for the partner business company for provision of business guidance and mentoring as well as costs related to the teachers training in the company; costs for employment of managing and technical staff to work in and run the business and operating costs mentioned under section 3.1.1.1.

The costs that are not stipulated in the proposed Budget which is integrated part of the application, and approved, may not be financed, if the grant is awarded.

3.1.1.5 Evaluation Process

All proposed projects submitted by the VET secondary schools shall be evaluated by the Evaluation Commission.

The Commission shall consist of 7 members, as follows:

- 2 members from the Ministry of Science and Education
- 2 members from the Project for Skills Development and Innovation Support
- 3 external members from the business community

The Evaluation Commission shall perform a two-step evaluation of the applications. The first step includes evaluation of the VET school company development plan based on the criteria established below:

Evaluation scale of the VET school company development plan	
Assessment criteria	Max.score
The plan describes marketable idea	10 points
The business idea is not overly complex	10 points



The plan shows good profit potential	10 points
The plan targets clearly defined market with enough size and purchasing power	10 points
The plan clearly explains the competitive edge of the produce and service has over rivals	10 points
The product and/or service is innovative	10 points
The plan shows that the managers and employees have the skills and the experience to make the company success	10 points
The plan contains realistic financial projections	10 points
The plan contains good marketing and promotion plan	10 points
The plan contains well established monitoring and evaluation framework	10 points

The business idea development plans that would not receive minimum of 70 points will be rejected for further evaluation. Those that have established min 70 points continue the evaluation process based on the criteria established below:

Assessment criteria	Max. score
Cooperation with partner company (business guidance and mentoring)	40 points
✓ Business guidance services	10 points
✓ Business mentorship services	10 points
✓ Training plan for teachers at the company side	20 points
Practical training plan of students	60
✓ Number of students included in practical training	30 points
✓ Skills gained	30points
TOTAL	100 points

The total score of the application shall be obtained by weighting the score of assessment criteria 1 and 2 and adding them. The weight for the “assessment criteria 1” is 0.3 (30% out of the total score) and the weight for “assessment criteria 2” is 0.7 (70%out of the total score). The application obtaining the highest total score shall be invited for negotiations.



3.1.1.6 Negotiations and contract signature

After the completion of the evaluation process, the Ministry of Education and Science shall commence the negotiations procedure. All elements of the application may be subject to negotiation between the parties. The final agreed content of the application shall become an integral part of the Agreement signed between the Ministry of Education and Science on the one hand and a VET School and participating business partner company on the other.

The sample model of the contract is given in Annex B to the Operational Manual herein.

3.1.1.7 Contract management

Procurement management

All procurements during the implementation of the grant program shall be done by the VET schools in accordance with the World Bank Guidelines i.e. “Guidelines: Procurement of Goods, Works, and Non-Consultant Services under IBRD Loans and IDA Credits & Grants by the World Bank Borrowers” January 2011 and “Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits & Grants by the World Bank Borrowers” January 2011. Prior to the start of the procurement process the Procurement manager in the SDIS Project Management Unit in the Ministry of education and science would train the persons nominated by the schools for procurements under the grant. The steps that need to be followed in each of the procurement categories are listed below. The procurement templates that are to be used are provided in Annex C of this Manual.

✓ **GOODS/EQUIPMENT/MATERIALS** (Procurement method: Shopping)

Steps to be followed:

- Establish an evaluation/procurement committee (at least 3 members);
- Prepare technical specifications;
- Prepare list of suppliers broad enough to generate good competition but to yield at least three quotations, as required. Such a list may be prepared based on the past experience, consultation with chambers of commerce, Internet, or direct market research;
- Prepare Invitation to Quote (ITQ) using sample C.1 in Annex C;
- Send the ITQ to the suppliers;



- Make sure that the requirement of obtaining a minimum of three quotations has been fulfilled;
 - Receive quotations by a deadline, open them and evaluate them;
 - Prepare an evaluation report using sample C.2 in Annex C and make recommendation for award of contract;
 - Submit evaluation report to the official authorized to approve the contract award recommendation (the SDISP project representative) ;
 - Sign Purchase order (included in the ITQ) using sample C.3 in Annex C with the selected supplier;
 - Keep the process confidential until the contract has been awarded;
 - Receive and inspect goods and make payments as per the contract; and
 - Keep all documents on file for at least 2 years after the end of the Project.
- ✓ **Consulting services** (*Selection method: Selection of Individual Consultant*)

Steps to be followed:

- Establish an evaluation/selection committee (at least 3 members);
- Prepare terms of reference including scope of work and minimum qualifications;
- Seek expression of interest (submission of CV) from individuals through advertisement or through direct approach;
- Receive and evaluate the expressions of interest (CVs) and prepare a shortlist of a minimum of three individuals based solely on their qualifications and experience;
- Prepare evaluation report using the form in Annex C.4
- Negotiate and sign contract (sample form provided in Annex C.5)
- Keep the process confidential until contract is awarded.
- Keep all documents on file for at least 2 years after the end of the Project.

Operating costs

The procurement/selection procedures do not apply for these expenditures. However, the grant beneficiary must make sure they are in line with the previously agreed upon budget for operating costs and must keep all relevant documents related to payments on file for audit purposes.

Costs towards the industry partner company:



No procurement procedure applies for costs related to the services offered by the partner company including but not limited to the remuneration for business guidance and mentorship for the industry partner company and for Training expenses for work-based training of the teachers at the company venue. They shall be paid as per the costs included in the application form and subsequent tripartite Agreement signed between the Ministry of Education, VET school and partner company. The VET school shall transfer 20% of the allocated funds for the industry partner company services as an advance. The remaining 80% of the funds shall be transferred from the school to the industry partner upon successful implementation of the full set of services, based on an invoice and report acceptable to the school.

Financial management

The payment transfer of the funds from the grant program for Grant measure 1.1 Establishment of VET school companies with business guidance and mentoring shall be done in the following manner:

- First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;
- Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;
- Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.

Grant-beneficiaries' are obliged to transfer the funds once they are due for payment, without unnecessary delays, to the respective supplier/consultant/business partner.

The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 1.1:

<u>Eligible Expenditures</u>	<u>Payment mechanism</u>
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<ul style="list-style-type: none">• Expenditures towards the partner business company for provision of business guidance and mentoring and for costs related to the teachers training in the company• Expenditures for employment of managing and technical staff to work in and run the business• Expenditures for procurement of goods/equipment/materials• Operating costs	<ul style="list-style-type: none">➤ First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;➤ Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;➤ Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.
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Reporting Obligations

The grant beneficiaries shall submit to the Ministry of Education and Science progress reports on quarterly basis including IFRs as per the formats in Annex C.6 no later than 15 calendar days after each quarter ends as well as annual report no later than 30 days after the end of each year.

If the grant beneficiaries fail to submit IFRs or to provide additional information as required by the PMU in respect of IFRs, the PMU Financial Manager will submit a reminder in writing to the grant beneficiaries asking them to provide IFRs or any other additional information in respect to IFRs no later than 5 days after the submission of the reminder. If the grant beneficiaries still fail to provide the IFRs the contract termination provisions will apply.

After 6 months of grant implementation a minimum progress is mandatory for the grant beneficiaries, which means that the grant beneficiaries need to show that at least 10% of the grant funds were used for the grant activities eligible for financing under the grant measure, otherwise the funds shall be returned to the MoES.



The quarterly report shall at a minimum contain information on:

- Implemented project activities (description of the activity; activity status)
- Information in a case of deviation from the project plan (delay, modifications, additional activities, activities that are found not necessary to be implemented)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period and copy of the contracts signed, invoices and/or other financial documents as required by the PMU Financial Manager;
- Mandatory section to be included relates to practical training of students

Activities	No of students involved	Year of studying and study program	Expressed as an % of all students expected to be trained as presented in the grant application	Expressed an % of all students in the studying program	Expressed as % of all school students	List the skills gained
						Vocational skills
						Transversal skills
						Entrepreneur skills

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Achieved provision of teacher training in the reporting period (narrative explain and fill down the Table below)

Training received and objective	Duration (from-to)-dd/mm/yy	No. of teachers involved	Expressed as an % of teachers expected to be trained as	Expressed as an % of all school teachers	List the competences gained



			presented in the grant application		
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- Achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.

With regards to any modifications of the project (e.g. modifications pertaining to the implementation of the project, the deadlines, the project budget, the achieved results, the project employees, etc.), a written notification is to be submitted to the Ministry of Education and Science. The implementation of any such modifications shall be subject to the written consent of the Ministry of Education and Science.

The grant beneficiary at the end of the project implementation shall submit to the Ministry of Education and Science final report.

The final report shall at minimum contain:

- Implemented project activities (description of the activity; activity status)
- Information in a case of deviation from the project plan (delay, modifications including dates of approval from the SDISP project , additional activities, activities that are found not necessary to be implemented)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting the closing balances for the reporting period;
- Achieved provision of teacher training (narratively explain and fill down the Table below)

Training received and objective	Duration (from-to)-dd/mm/yy	No. of teachers involved	Expressed as an % of teachers expected to be trained as presented in the grant application	Expressed as an % of all teachers	List the competences gained



- Achieved provision of practical training for students (narratively explain and fill down the Table below)

Activities	No of students involved	Year of studying and study program	Expressed as an % of all students expected to be trained as presented in the grant application	Expressed as an % of all students in the studying program	Expressed as an % of all school students	List the skills gained
						Vocational skills
						Transversal skills
						Entrepreneur skills

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement);
- Results achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.
- VET school view on whether the program is found useful by the stakeholders and if there is a need for any revision
- Industry parent company assessment on whether the students gained better skills through the program that makes them more employable. At the end of the program implementation period the Industry partner-company shall fill down the questioner provided in Annex D below.



3.1.2 Grant measure 1.2: VET students involved in the in-house training courses at employers place

3.1.2.1 Description of the measure

This measure aims to encourage companies to involve students in the in-house generic training courses (transversal/soft) skills) or training courses related to work processes (vocational skills) that the company organizes for its employees (training level and courses to be in coherence with the VET students capability and needs).

The VET schools shall ascertain industry-partnercompany that is willing to involve students from the VET school in their in-house training courses organized by their employees. The selection of the training courses in which the students would be involved **MUST** correspond to the level of students' knowledge, capabilities and needs. The scope of students that might be involved in variety of training courses is to be mutually agreed between the company and the VET school.

Both partners shall agree on the content of the in-house training courses, number of students that would be involved, cost per student; time schedule, mentorship plan and skills gained.

Each of the offered in-house training courses shall contribute to:

- Increase of students transversal skills (soft skills),
- Increase of the students vocational skills.

Objective:

Each submitted application must meet the objectives as stated below. **The Ministry of Education and Science expects to discover a substantial variety of project proposals, which shall meet the stated objectives.**

The objective of this Grant measure is twofold. The involvement of the VET student's in in-house training courses at employers premises shall contribute to

- increased students transversal (soft) skills and
- increased students vocational skills
- established direct linkages between the students and the companies that would contribute to greater confidence of the business sector to hire better-prepared students; reduce their recruitment and training costs and to increase students future employability prospects;

Target group: The target group is VET students from 3rd and 4th year of studying.



Size of the Grant: Each project proposal may bring to the VET school a grant in the maximum amount of 600.000,00 denars (around 10,000 Euro in denar counter-value). The schools are allowed to add up the size of the Grant by contribution with their funds and assets. Such contribution shall be indicated in the application.

Duration: The in-house training courses shall be made available and executed in a period of 1 year from contract signature date.

3.1.2.2 Application process

In order to apply under this Grant measure the VET school shall submit the application in the form as provided in Annex A.2 of this document.

The application must at minimum contain all the information that are provided in the application form. The VET schools are free to add additional information that are found significant to be mention but are not given as a part of the application form template.

Costs that may be financed under this Grant measure are:

- **Training expenses** meaning all costs related to the industry partner offered services for involvement of students in the in-house training courses excluding any costs for procurement of goods/equipment/materials.

3.1.2.3 Process of Evaluation

All proposed projects submitted by the VET secondary schools shall be evaluated by the Evaluation Commission.

The Commission shall consist of 7 members, as follows:

- 2 members from the Ministry of Science and Education
- 2 members from the Project for Skills Development and Innovation Support
- 3 external members from the business community delegated by the chamber of commerce

The Evaluation Commission shall initially assess whether the selected industry partner company

- is capable to provide the in-house training courses (Yes/No)
- has previous experience in provision of in house training courses (Yes/No) and
- the proposed in house training courses are relevant to the to the students' knowledge, capabilities and needs (Yes/No)

The applications that are evaluated that fulfill the above criteria would then be evaluated and assessed pursuant to the following criteria:



Project assessment criteria	Weight factor
Design of the in house training courses	50
• In-house training content and methodology and innovative learning approach applied	25
• Skills gained	25
Converge of the VET students	50
✓ Number of students involved	35
✓ Costs per student	15
TOTAL	100

The projects that assessed with the highest number of points shall be selected for the grant award.

3.1.2.4 Negotiations and contract signature

After the completion of the evaluation process, the Ministry of Education and Science shall commence the negotiations procedure. All elements of the application are subject to negotiation between the parties. The final agreed content of the application shall become an integral part of the Agreement signed between the Ministry of Education and Science on the one hand and a VET School and participating business partner company on the other.

The sample model of the contract is given in Annex B to the Operational Manual herein.

3.1.2.5 Procurement management

No procurement procedures to be followed by the VET schools are anticipated under this Grant measure. Costs related to the services offered by the partner company shall be paid as per the costs included in the application form an subsequent tripartite Agreement signed between the Ministry of Education, VET school and partner company.

3.1.2.6 Financial management

The payment of the funds from the grant program for Grant measure 1.2 shall be done in the following manner:



- First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;
- Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;
- Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.

Grant-beneficiaries' are obliged to transfer the funds once they are due for payment, without unnecessary delays, to the respective supplier/consultant/business partner.

The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 1.2:

<u>Eligible Expenditures</u>	<u>Payment mechanism</u>
Training expenditures related to the industry partner offered services for involvement of students in the in-house training courses	<ul style="list-style-type: none">➤ First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;➤ Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;➤ Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no



	later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.
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3.1.2.7 Reporting Obligations

The grant beneficiaries shall submit to the Ministry of Education and Science progress reports on quarterly basis including IFRs as per the formats in Annex C.6 no later than 15 calendar days after each quarter ends as well as annual report no later than 30 days after the end of each year.

The quarterly report shall at a minimum contain:

- Description of the supplied in house training course (content, methodology, duration etc.)
- Information of the VET students involved in in-house training in the reporting period

Name and Objective of the in-house training	Duration of the program (time period from-to dd/mm/year)	No of students involved	Year of studying and studying program	Expressed as an % of all students expected to be trained as presented in the grant application	Expressed as % of all students in the studying program	Expressed as % of all school students	List the skills gained
							Vocational skills
							Transversal skills

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period.



- Achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.

With regards to any modifications of the project (e.g. modifications pertaining to the implementation of the project, the deadlines, the project budget, the achieved results, etc.), a written notification is to be submitted to the Ministry of Education and Science. The implementation of any such modifications shall be subject to the written consent of the Ministry of Education and Science.

The final report shall at a minimum contain:

- Description of the supplied in house training course (content, methodology, mentorship process etc.)
- Information of the total number of VET students involved in in-house training during the project implementation period

Name and Objective of the in-house training (same as above)	Duration of the program (time period from-to dd/mm/year)	No of students involved	Year of studying and studying program	Expressed as an % of all students expected to be trained as presented in the grant application	Expressed as an % of all students in the studying program	Expressed as an % of all school students	List the skills gained
							Vocational skills
							Transversal skills

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period;



- Results achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.
- VET school view on whether the program is found useful by the stakeholders and if there is a need for any revision
- Industry parent company assessment on whether the students gained better skills through the program that makes them more employable. At the end of the program implementation period the industry partner company shall fill down the questioner provided in draft form in Annex D below.

3.1.3 Grant measure 1.3: Placement of VET students for practical training in the company

3.1.3.1 Description of the measure

This measure aims to allow for the students to gain knowledge about the actual process in the industry from the very beginning of their education process. The duration of this measure is 12 months from the date of the grant agreement signature.

The VET school shall ascertain industry partner company that would make a placements for 2nd year students in order to gain their first taste of industry. The practical training should last no more than a month. 3rd year students for which practical training is to be designed in a way that will allow the students to put the school gained knowledge into practice and to develop their interpersonal skills. The practical training shall last two months. 4th year students for which practical training is to be designed in a way that will allow students to experience long on the job experience and to practice vocation in real businesses. The practical training shall last 3 months. Practical training program is to be designed to increase primarily students' vocational skills.

The VET Schools that received grants for this grant measure at the first call are encouraged to apply for the same measure in the next years and ensure the students that were included in the first cycle placement continue their practical training in the next studying years. In case the students that were involved in the first cycle of the training program are evaluated as bad performer those should be excluded from the training program in the subsequent years.

Objective:



Each submitted application must meet the objectives as stated below. **The Ministry of Education and Science expects to discover a substantial variety of project proposals, which shall meet the stated objectives.**

The objective of this Grant measure is multifold. The involvement of the VET student's practical training at employers premises from the very beginning of their education process shall contribute to

- decrease of the risk factors for students exclusion from learning process due to the insufficient knowledge in making their decision for the choice of studying program
- to develop career awareness and the ability to benefit from impartial and informed information and guidance;
- increased students industry required vocational skills;
- established strong relations with the industry business partner that would provide opportunities to the business companies to find recruits who are more "job ready", thereby helping to reduce their recruitment and training costs.

Target group: The target group are VET students from 2nd, 3th and 4th year of studying.

Size of the Grant: Each project proposal may bring to the VET school a grant in the maximum amount of 600.000,00 denars (or 10,000 Euro in denar counter-value). The schools are allowed to add up the size of the Grant by contribution with their funds and assets. Such contribution shall be indicated in the application.

Duration: The practical training shall be made available and executed in a period of 12 months from contract signature date.

3.1.3.2 Application process

In order to apply under this Grant measure the VET school shall submit the application in the form as provided in Annex A.3 of this document.

The application must at minimum contain all the information that is provided in the application form. The VET schools are free to add additional information that are found significant to be mentioned but are not given as a part of the application from template.



Costs that may be financed under this Grant measure are

Training expenses meaning all costs related to the VET students placement for practical training excluding any related to procurement of goods/equipment/materials.

3.1.3.3 Process of Evaluation

All proposed projects submitted by the VET secondary schools shall be evaluated by the Evaluation Commission.

The Commission shall consist of 7 members, as follows:

- 2 members from the Ministry of Science and Education
- 2 members from the Project for Skills Development and Innovation Support
- 3 external members from the business community

The Evaluation Commission shall evaluate and assess the submitted applications pursuant to the following criteria:

Project assessment criteria	Weight factor
Design of the practical training program	60
• Content, methodology and innovative learning approach	30
• Suitability of the proposed mentorship process	10
• Industry required skills gained	20
Converge of the VET students	40
✓ Number of students involved	25
✓ Costs per student	15
TOTAL	100

The projects that assessed with the highest number of points shall be selected for the grant award.



3.1.3.4 Negotiations and contract signature

After the completion of the evaluation process, the Ministry of Education and Science shall commence the negotiations procedure. All elements of the application are subject to negotiation between the parties. The final agreed content of the application shall become an integral part of the Agreement signed between the Ministry of Education and Science on the one hand and a VET School and participating business partner company on the other.

The sample model of the contract is given in Annex B to the Operational Manual herein.

3.1.3.5 Procurement management

No procurement procedures to be followed by the VET schools are anticipated under this Grant measure. Costs related to the services offered by the partner company shall be paid as per the costs included in the application form an subsequent tripartite Agreement signed between the Ministry of Education, VET school and partner company.

3.1.3.6 Financial management

The payment of the funds from the grant program for Grant measure 1.3 would be paid in the following manner:

- First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;
- Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;
- Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.

Grant-beneficiaries' are obliged to transfer the funds once they are due for payment, without unnecessary delays, to the respective supplier/consultant/business partner.

Funds will be transferred to applicant-beneficiaries' accounts from the Designated Account-A of the Ministry of Education and Science – SDIS project (passing through the mirror Denar Account) for each specific tranche, and applicant-beneficiaries' will make the payment to the respective supplier/consultant/business partner delivering the training activities as per the



signed contract. The transfer of the second and third tranche will be made upon receipt of an acceptable progress report for implementation of the grant activities from the previous years, including satisfactory quarterly IFRs.

The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 1.3:

<u>Eligible Expenditures</u>	<u>Payment mechanism</u>
Training expenditures related to the VET students placement for practical training excluding any related to procurement of goods/equipment/materials	<ul style="list-style-type: none">➤ First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;➤ Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;➤ Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.

3.1.3.7 Reporting Obligations

The grant beneficiaries shall submit to the Ministry of Education and Science progress reports on quarterly basis including IFRs as per the formats in Annex C.6 no later than 15 calendar days after each quarter ends and annual reports no later than 30 days after the end of each year and final report no later than 30 days of full implementation.

Quarterly reports shall at a minimum contain following information:



- Description of the supplied practical training (content, methodology, duration, mentorship process etc.)
- Information in a case of deviation from the project plan (delay, modifications, additional activities, activities that are found not necessary to be implemented etc.)
- Information of the VET students involved in practical training in the reporting period (name, surname, study program, name of the school staff responsible to track student performance at the training program etc.)

	Duration of the practical training (time period from-to dd/mm/year)	No of students involved	Year of studying and studying program	Expressed as an % of all students expected to be trained as presented in the grant application	Expressed as % of all students in the studying program	Expressed as % of all school students	List and describe the skills gained
							vocational skills

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period.

Results achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process. **The final report shall at a minimum contain:**

- Description of the supplied practical training (content, methodology, mentorship process etc.)
- Information of the VET students involved in practical training in the reporting period



	Duration of the practical training (time period from-to dd/mm/year)	No of students involved	Year of studying and studying program	Expressed as % of all students expected to be trained as presented in the grant application	Expressed as % of all students in the studying program	Expressed as % of all school students	List and describe the skills gained
							vocational skills

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period;
- Achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.
- VET school view on whether the program is found useful by the stakeholders and if there is a need for any revision
- Industry partner company assessment on whether the students gained better skills through the program that makes them more employable. At the end of the program implementation period the industry-partner company shall fill down the questioner provided in draft form in Annex D below.

With regards to modifications of the project (e.g. modifications pertaining to the implementation of the project, the deadlines, the project budget, the achieved results, etc.), a written notification is to be submitted to the Ministry of Education and Science. The implementation of any such modifications shall be subject to the written consent of the Ministry of Education and Science.

3.2 Grant Pillar 2 – Work-related learning

The Work-related learning is learning from study or experiences in, or related to, the world of work. Work related learning means to familiarize the students with the work processes in a typical company without going at the work place.



Two (2) Grant measures, each described in details below are proposed for implementation of the Work related learning model at the VET schools.

3.2.1 Grant measure 2.1: Establishment of problem based learning courses of a small scale

3.2.1.1 Description of the measure

This measure should support students to develop problem solving and project management skills and to familiarize with the work processes in a typical company without going at the work place.

The VET school shall ascertain industry partner company/ group of companies/ business association and work together to design problem based learning courses of a small scale, agree on the delivery methodology and duration, characteristics of the students that should be included, and agree on the company personal that would deliver the courses.

Each course shall at minimum contain module to familiarize the students with the company work covering every aspect of company work and should be finalized by project work on industry specific case project.

The first module (familiarization) could be delivered in larger groups but the industry specific case project is to be worked in a group of 6-10 students.

Objective:

Each submitted application must meet the objectives as stated below. **The Ministry of Education and Science expects to discover a substantial variety of project proposals, which shall meet the stated objectives.**

The objective of this Grant measure is multifold. The involvement of the VET student's problem solving learning courses shall contribute to

- increased project management skills of the students
- increased problem solving skills of the students;
- provide opportunities to the business companies to find recruits who are more "job ready", thereby helping to reduce their recruitment and training costs.

Target group: The target group is all VET students regardless of the year of study.



Size of the Grant: Each project proposal may bring to the VET school a grant in the maximum amount of 300.000,00 denars (around 5,000 Euro in denar counter-value). The schools are allowed to add up the size of the Grant by contribution with school funds and assets. Such contribution shall be indicated in the application.

Duration: This measure is to be implemented in a period of 1 year from contract signature date.

3.2.1.2 Application process

In order to apply under this Grant measure the VET school shall submit the application in the form as provided in Annex A.4 of this document.

The application must at minimum contain all the information that are provided in the application form. The VET schools are free to add additional information that are found significant to be mention but are not given as a part of the application from template.

Costs that may be financed under this Grant measure are

Training expenses meaning all costs related to the implementation of the Problem based courses for VET students including office supplies and excluding any other costs related to procurement of goods/equipment.

3.2.1.3 Process of Evaluation

All proposed projects submitted by the VET secondary schools shall be evaluated by the Evaluation Commission.

The Commission shall consist of 7 members, as follows:

- 2 members from the Ministry of Science and Education
- 2 members from the Project for Skills Development and Innovation Support
- 3 external members from the business community

The Evaluation Commission shall initially assess whether the selected industry partner company/group of companies/business association

- has/have necessary capacity for provision of problem based learning courses
(Yes/No)



- whether has/have previous experience in provision of problem based learning courses (Yes/No) and
- whether the proposed problem based learning courses are relevant to the students' knowledge, capabilities and needs (Yes/No)

The applications that are evaluated that fulfill the above criteria would then be evaluated and assessed pursuant to the following criteria:

Project assessment criteria	Weight factor
Design of the in problem solved learning courses	50
• Content of the courses, methodology and innovative learning approach applied	25
• Skills gained	25
Converge of the VET students	50
✓ Number of students involved	35
✓ Costs per student	15
TOTAL	100

The projects that assessed with the highest number of points shall be selected for the grant award.



3.2.1.4 Negotiations and contract signature

After the completion of the evaluation process, the Ministry of Education and Science shall commence the negotiations procedure. All elements of the application are subject to negotiation between the parties. The final agreed content of the application shall become an integral part of the Agreement signed between the Ministry of Education and Science on the one hand and a VET School and participating business partner company on the other.

The sample model of the contract is given in Annex B to the Operational Manual herein.

3.2.1.5 Procurement management

No procurement procedures to be followed by the VET schools are anticipated under this Grant measure. Costs related to the services offered by the partner company shall be paid as per the costs included in the application form an subsequent tripartite Agreement signed between the Ministry of Education, VET school and partner company.

3.2.1.6 Financial management

The payment of the funds from the grant program for Grant measure 2.1 shall be done in the following manner:

- First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;
- Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;
- Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.

Grant-beneficiaries' are obliged to transfer the funds once they are due for payment, without unnecessary delays, to the respective supplier/consultant/business partner. The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 2.1:

<u>Eligible Expenditures</u>	<u>Payment mechanism</u>
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<p>Training expenses related to the implementation of the Problem based courses for VET students including office supplies and excluding any other costs related to procurement of goods/equipment</p>	<ul style="list-style-type: none">➤ First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;➤ Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;➤ Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.
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3.2.1.7 Reporting Obligations

The grant beneficiaries shall submit to the Ministry of Education and Science progress reports on quarterly basis including IFRs as per the formats in Annex C.6 no later than 15 calendar days after each quarter ends as well as annual report no later than 30 days after the end of each year.

The quarterly report shall at a minimum contain the following:

- Description of the supplied problem based learning course (content, methodology, duration, mentorship etc.)
- Information of the VET students involved in the problem based learning courses in the reporting period (name, surname, studying program, name of the school staff responsible to track student performance during the training period etc.)



Type of the problem based learning course	Duration of the program	No of students involved	Year of studying and study program	Expressed as % of the all students expected to be trained as presented in the Grant application	Expressed as % of all students in the studying program	Expressed as % of all students	List the skills gained
							Project management skills
							Problem solving skills
							Other please list

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period;
- Achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.

With regards to modifications of the project (e.g. modifications pertaining to the implementation of the project, the deadlines, the project budget, the achieved results, etc.), a written notification is to be submitted to the Ministry of Education and Science. The implementation of any such modifications shall be subject to the written consent of the Ministry of Education and Science.

The final report shall at a minimum contain:

- Description of the supplied problem based learning courses (content, methodology, mentorship process etc.)
- Information of the total number of VET students involved in the problem based learning courses (name and surname of the students, studying program, year of study, name of the school staff responsible to monitor student performance during the course of the training program etc).



Type of the problem based learning course	Duration of the program	No of students involved	Year of studying and study program	Expressed as % of all students expected to be trained as presented in the grant application	Expressed as % of all students in the studying program	Expressed as % of all students	List the skills gained
							Project management skills
							Problem solving skills
							Other please list

- Summary of the course evaluation sheets filled down by the VET students after completion of the training course (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period;
- Achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.
- VET school view on whether the program is found useful by the stakeholders and if there is a need for any revision.
- Industry parent company assessment on whether the students gained better skills through the program that makes them more employable. At the end of the program implementation period the industry-partner company shall fill down the questionnaire provided in draft form in Annex D below.



3.2.2 Grant measure 2.2: Establishment and running of summer camps learning programs within the schools

3.2.2.1 Description of the measure

This measure should support VET schools to establish summer camps at the school sites with the cooperation of the industry partner company. The summer camps shall be organized in June and July (summer holiday break) and the students should be offered a number of workshops, lecturers and sessions aimed to develop the most important skills that are valued by the employers when recruiting new employees.

The aim of this measure is to support the students to develop soft skills in non-formal learning environment.

The VET school shall ascertain industry parent company or industry partner group of companies or business association and work together to design summer camp program, agree on types of workshops, seminars, lectures offered, agree on the company personal that would deliver the summer camp program.

The summer camp program and content is to be designed to include various programs that would be offered to the students related but not limited to improve of the below mentioned skills:

- technical skills
- communication skills,
- responsibility and reliability,
- team work,
- motivation and commitment,
- confidence,
- planning and organizational skills,
- literacy,
- numeracy,
- analysis and decision making skills,
- entrepreneurial skills.



The industry partner company/ies in cooperation with the VET school shall support the VET school:

- to design the summer program, courses, workshops and other methods
- to deliver the program content to the students;
- design the methodology;
- draft the skills that are aimed to be gained in each offered program,
- draft the teaching materials; ensure company personal that would deliver the summer programs (courses, workshops, lectures) etc.

The VET schools are encouraged to involve their Career Centers in implementation of the proposed project under this measure.

The services offered by the industry partner company/industry partner group of companies/business association shall be reimbursed per cost specified in the application form and subsequent tripartite Agreement.

Objective:

Each submitted application must meet the objectives as stated below. **The Ministry of Education and Science expects to discover a substantial variety of project proposals, which shall meet the stated objectives.**

The objective of this Grant measure is two-fold. The involvement of the VET student's problem solving learning courses shall contribute to

- increased technical and transversal skills of the students thereby increasing students future employment prospects
- provide opportunities to the business companies to find recruits who are more "job ready", thereby helping to reduce their recruitment and training costs.

Target group: The target group are all VET students regardless of the year of studying.

Size of the Grant: Each project proposal may bring to the VET school a grant in the maximum amount of 300.000,00 denars (or 5,000 Euro in denar counter-value). The schools are allowed to add up the size of the Grant by contribution with school funds and assets. Such contribution shall be indicated in the application.

Duration: This measure is to be implemented in a period of 2 months (June and July) from contract signature date.



3.2.2.2 Application process

In order to apply under this Grant measure the VET school shall submit the application in the form as provided in Annex A.5 of this document.

The application must at minimum contain all the information that are provided in the application form. The VET schools are free to add additional information that are found significant to be mention but are not given as a part of the application from template.

Costs that may be financed under this Grant measure are

Training expenses and operating costs meaning all costs for design of the summer program, drafting the materials for workshops, costs for fees for lectures and other services agreed to be provided by the industry partner company for organization of the summer camps as well as any other operating costs related to the implementation of the measure including but not limited to printing of materials, refreshments during the sessions and other costs that are related to the organization of the summer camps excluding procurement of equipment.

3.2.2.3 Process of Evaluation

All proposed projects submitted by the VET secondary schools shall be evaluated by the Evaluation Commission.

The Commission shall consist of 7 members, as follows:

- 2 members from the Ministry of Science and Education
- 2 members from the Project for Skills Development and Innovation Support
- 3 external members from the business community

The Evaluation Commission shall initially assess whether the selected industry partner company/group of companies/business association

- has/have necessary capacity for provision of learning courses (Yes/No)
- has/have previous experience in provision of learning courses (Yes/No)
- the proposed learning courses are relevant to the students' knowledge, capabilities and needs (Yes/No)

The applications that are evaluated that fulfill the above criteria would than be evaluated and assessed pursuant to the following criteria:

The Evaluation Commission shall evaluate and assess the submitted applications pursuant to the following criteria:



Project assessment criteria	Weight factor
Design of the summer camp learning program	50
• Content of the courses, methodology and innovative learning approach applied	25
• Skills to be gained	25
VET students involved in practical training (learning programs)	50
✓ Number of students involved	25
✓ Cost per student	25
TOTAL	100

The projects that assessed with the highest number of points shall be selected for the grant award.

3.2.2.4 Negotiations and contract signature

After the completion of the evaluation process, the Ministry of Education and Science shall commence the negotiations procedure. All elements of the application are subject to negotiation between the parties. The final agreed content of the application shall become an integral part of the Agreement signed between the Ministry of Education and Science on the one hand and a VET School and participating business partner company on the other.

The sample model of the contract is given in Annex B to the Operational Manual herein.

3.2.2.5 Procurement management

No procurement procedure applies to the costs related to the services offered by the partner company. The costs shall be paid as per the costs included in the application form an subsequent tripartite Agreement signed between the Ministry of Education, VET school and partner company.

For operating costs related to the printing of materials, refreshments during the sessions and other operating costs that relate to the organization of the summer camps excluding procurement of equipment, purchase shall be done by the VET schools in accordance with the agreed budget allocated for implementation of the business plan.



3.2.2.6 Financial management

The payment of the funds from the grant program for Grant measure 2.2 shall be done in the following manner:

- First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;
- Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;
- Subsequent transfers: Upon spending at least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.

Grant-beneficiaries' are obliged to transfer the funds once they are due for payment, without unnecessary delays, to the respective supplier/consultant/business partner.

The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 2.2:

<u>Eligible Expenditures</u>	<u>Payment mechanism</u>
<ul style="list-style-type: none">• Expenditures related to the partner business company for designing the summer camp program• Operating costs	<ul style="list-style-type: none">➤ First tranche: 30% of the agreed budget for expenditures shall be transferred upon signing the grant agreement, no later than 30 days after receipt and approval of request for payment from the school;➤ Second tranche: Upon spending at least 80 % of the first tranche a second tranche in an amount up to 60% shall be transferred no later than 30 days after receipt and approval of request for payment from the school accompanied by IFRs or other supporting documents in order to show proper spending of all expenditures related to the previous tranche;➤ Subsequent transfers: Upon spending at



	<p>least 80% of the previous tranches transfers shall be made on invoice by invoice bases (as per actual costs) no later than 30 days after receipt and approval of request for payment from the school accompanied by a copy of invoice or other payment documents.</p>

Reporting Obligations

The grant beneficiaries shall submit to the Ministry of Education and Science final report including IFRs as per the formats in Annex C.6 no later than 30 days after the end of project implementation.

The final report shall at a minimum contain:

- Description of the implemented activities during the summer camp period (delivered courses, methodology, time duration etc.)
- Information of the VET students involved per learning program (name and surname of the student, studying program, year of studying, name of the school staff responsible to track student performance during the course of the training) supported by info in the table below)

Type and name of the proposed learning program (seminar, workshops ect)	Duration of learning the program	List the skills gained per program	No of students involved	Year of studying	Expressed as % of all students expected to be trained as presented in the grant application form	Expressed as % of all students in the studying program	Expressed as % of all students



- Summary of the course evaluation sheets filled down by the VET students after completion of the training (benefits/obstacles/needs for improvement)
- Disbursement (payments occurred during the reporting period per each main category of costs as budgeted), supported by a bank statement reflecting transactions incurred and the opening and closing balances for the reporting period;
- Achieved as per agreed Final Monitoring and evaluation framework sent along with the application and agreed by Ministry of Education and science during the negotiation process.
- VET school view on whether the program is found useful by the stakeholders and if there is a need for any revision
- Industry-partner companyassessmenton whether the students gained better skills through the program that makes them more employable. At the end of the program implementation period the Industry partner company/industry partner group of companies/business association shall fill down the questionnaire provided in draft form in Annex D below.

As regards any modifications of the project (e.g. modifications pertaining to the implementation of the project, the deadlines, the project budget, the achieved results, etc.), a written notification is to be submitted to the Ministry of Education and Science. The implementation of any such modifications shall be subject to the written consent of the Ministry of Education and Science.



ANNEXES

Annex A: Application forms

Appendix 1. Examples of In-Kind Contributions

Appendix 2. Grant activity environmental screening questionnaire

Annex B: Sample Model of agreements

**Annex C: Procurement and Financial Arrangements
templates**

**Annex D: Draft form of evaluation sheet to be completed by
industry partner companies**



Annex A.1 - Application form Grant measure 1.1

MINISTRY OF EDUCATION AND SCIENCE

Application

for grants for “collaboration between schools and business community”

Grant Pillar 1: Work based learning

Grant measure 1.1: Setting up a VET school company through business guidance and mentoring (business mentoring relationship)



1. General information of the applicant

Name of the applicant/secondary vocational school	
Legal form: (public institution)	
Unique ID no. of the organization:	
Unique tax no:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Name of the Contact person:	
Phone number/fax/e-mail	

2. General information of the partner company (business guidance and mentoring)

Name of the company:	
Legal form:	



Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	

3. Business idea description(not longer than 10 pages)

3.1 VET school company development plan

- 3.1.1 Describe the VET school company that you intend to develop
- 3.2.2. Objectives and activities of the VET school company, please highlight innovation aspects if any;
- 3.2.3. Industry in which the VET school company is to be developed and market potential
- 3.2.4. Describe the equipment needed for start-up of the VET school company
- 3.2.5. Describe the Human resource organization (how many employees will be engaged, experiences, skills and competences of the employees that will be assigned to work in the VET school company, who will manage the project on a daily basis? what experience does the person bring to the project - specific or particular competencies? do you need to hire additional staff?)
- 3.2.6. Projection of revenues and expenditures for the period of 3 years from the date of establishment of the company
- 3.2.7. Briefly describe the marketing and promotion plan
- 3.2.8. Total application amount(grant amount and co-financing if any)

3.2 Description of the agreed cooperation with partner company (business guidance and mentorship)

- 3.2.1 Describe the agreed areas for cooperation
- 3.2.2 Describe the process of business guidance and mentorship
- 3.2.3 Describe the training plan for teachers at partner company side and list the skills and competences that would be gained by teachers(narratively explain and fill down the Table below)

Training	Duration	No. of teachers	Expressed as an	List the
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modules	(from-to)- dd/mm/yy	involved	% of all teachers	competences gained

3.2.4 Other activities agreed with the partner company

3.3 Description on the usage of the VET school company for practical training of the students

3.3.1 Please describe in details the intended usage of the VET school company for practical training of the students to increase their vocational skills, transversal skills and entrepreneur skills.

Activities	No of students involved	Expressed as an % of all students in the studying program	Expressed as an % of all school students	List the skills gained
				Vocational skills
				Transversal skills
				Entrepreneur skills

3.3.2 Provide draft content of the evaluation sheets upon which the students would evaluate the practical training provision

3.4 Budget break-down (please refer to Excel file)

3.5 Monitoring and evaluation framework:

Please propose M&E framework including M&E indicators that would be used for measuring the efficiency and effectiveness of the proposed project in order to comply with Grant measure objectives given in the section 3.1.1.2 as well as responsible person for data collection and reporting.

3.6 Grant activity environmental screening questionnaire

Please fill the questionnaire given in Annex 2.

Submitted by:

Approved by:

Director

President of the School Management Board



Annex A.2 - Application form Grant measure 1.2

MINISTRY OF EDUCATION AND SCIENCE

Application

for grants for “collaboration between schools and business community”

Grant Pillar 1: Work based learning

Grant measure 1.2: VET students involved in the in-house training courses at employers place



2. General information of the applicant

Name of the applicant/secondary vocational school	
Legal form: (public institution)	
Unique ID no. of the organization:	
Unique tax no:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Name of the Contact person:	
Phone number/fax/e-mail	

4. General information of the partner company

Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	



Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	



5. Project proposal (not longer than 6 pages)

5.1 Brief description the industry partner company that will provide the in-house training courses including

- 5.1.1 Company businesses and operations and its correspondence with the study programs offered by the VET school
- 5.1.2 Number of staff employed; plans for company future employments
- 5.1.3 Rationale on industry partner company selection (why this company is selected; list other companies that were contacted for possible cooperation and what is agreed; briefly explain the whether other companies wanted to cooperate and if not why not)
- 5.1.4 Company history and experience on provision of in-house training for its employees (if there is a regular annual training program established by the company or the in-house training is made on ad hoc bases etc.
- 5.1.5 Briefly explain the experience of company personal in provision of in-house training

5.2 Description of the possible in-house trainings agreed with the industry partner company including

- 5.2.1 Objective of the in-house training course
- 5.2.2 Topics to be covered
- 5.2.3 Duration of the in-house training
- 5.2.4 Methodology for provision on in-house training course, please highlight is there any innovative learning approach agreed
- 5.2.5 Describe to what extent the in-house training course is relevant to students knowledge, capabilities and needs, list the skills that would students gain after the completion and insert the number of students that would be included in each in house training program, using the Table 1 below

Table 1:

Name and Objective of the in-house training program	Suitable for students (insert the year of study and studying program	Why the course is found suitable to students knowledge, capabilities and needs (please list)

- 5.2.6 Proposed number of students to be included in each in-house training course and skills gained using Table 2 below:



Name and Objective of the in-house training (same as above)	Duration of the program	No of students to be involved	year of studying	Expressed as an % of all students in the studying program	Expressed as an % of all school students	List the skills gained
						Vocational skills
						Transversal skills

5.2.7 Provide draft content of the evaluation sheets upon which the students would evaluate the practical training provision

5.3 Budget break-down

Name and Objective of the in-house training (same as above)	(a) No of students involved	(b) Unit cost per student	(c) Total cost per training (a*b)
Grant total of application :	Sum column a = Please insert total number of students for all in house trainings		Sum column (c) - Please insert total costs for all in-house trainings

5.4 Monitoring and evaluation framework:

Please propose M&E framework including M&E indicators that would be used for measuring the efficiency and effectiveness of the proposed project in order to comply with Grant measure objectives given in the section 3.1.2.1 as well as responsible person for data collection and reporting.

5.5 Grant activity environmental screening questionnaire

Please fill the questionnaire given in Annex 2.

Submitted by:

Approved by:

Director

President of the School Management Board



Annex A.3 - Application form Grant measure 1.3

MINISTRY OF EDUCATION AND SCIENCE

Application

for grants for “collaboration between schools and business community”

Grant Pillar 1: Work based learning

Grant measure 1.2: Placement of VET students for practical training in company



1. General information of the applicant

Name of the applicant/secondary vocational school	
Legal form: (public institution)	
Unique ID no. of the organization:	
Unique tax no:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Name of the Contact person:	
Phone number/fax/e-mail	

2. General information of the partner company

Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	



Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	



3. Project proposal (not longer than 6 pages)

3.1 Brief description of the industry partner company that will provide the practical training for students

- 3.1.1 Company businesses and operations and its correspondence with the study programs offered by the VET school
- 3.1.2 Number of staff employed; plans for company future employments
- 3.1.3 Rationale on industry partner company selection (why this company is selected; list other companies that were contacted for possible cooperation and what is agreed; briefly explain the whether other companies wanted to cooperate and if not why not)

3.2 Description of the practical training plan agreed with the industry partner company including

- 3.2.1 Objective of the practical training, topics to be covered, proposed duration of the practical training
- 3.2.2 Methodology for provision of practical training, please highlight is there any innovative learning approach agreed
- 3.2.3 Describe the mentorship process that would be used
- 3.2.4 List the skills that would students gain after the completion of practical training and insert the number of students that would be included, using the Table 1 below

Table 1:

Type of the practical training	Proposed duration	Suitable for students (insert the studying year and name of studying program)	No of students to be involved	Expressed as an % of all students in the studying program	Expressed as an % of all school students	List the vocational skills gained
						Vocational skills

- 3.2.5 Provide draft content of the evaluation sheets upon which the students would evaluate the practical training provision



3.2.6 Budget brake-down (refer to Excel file)

	Name of the practical training	(a) No of students involved	(b) Unit cost per student	(c)Total cost per training (a*b)
	Total amount of application :	Sum (column a) Please insert total number of students for all in house trainings		Sum column (c) - Please insert total costs for all in-house trainings

3.3 Monitoring and evaluation framework:

Please propose M&E framework including M&E indicators that would be used for measuring the efficiency and effectiveness of the proposed project in order to comply with Grant measure objectives given in the section 3.1.3.1 as well as responsible person for data collection and reporting.

3.4 Grant activity environmental screening questionnaire

Please fill the questionnaire given in Annex 2.

Submitted by:

Director

Approved by:

President of the School Management Board



Annex A.4 - Application form Grant measure 2.1

MINISTRY OF EDUCATION AND SCIENCE

Application

for grants for “collaboration between schools and business community”

Grant Pillar 2: Work related learning

Grant measure 2.1: Establishment of problem based learning courses



1. General information of the applicant

Name of the applicant/secondary vocational school	
Legal form: (public institution)	
Unique ID no. of the organization:	
Unique tax no:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Name of the Contact person:	
Phone number/fax/e-mail	

2. General information of the partner company (if more than one industry partner fill down the below column for each industry partner separately)

Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	
Phone number/fax/e-mail:	



Director:	
Contact person:	
Phone number/fax/e-mail	



3. Project proposal (not longer than 6 pages)

Brief description the industry partner company that will provide the problem based learning courses including

- 3.1 Company businesses and operations and its correspondence with the study programs offered by the VET school
- 3.2 Number of staff employed; plans for company future employments
- 3.3 Rationale on industry partner company selection (why this company is selected; list other companies that were contacted for possible cooperation and what is agreed; briefly explain the whether other companies wanted to cooperate and if not why not)
- 3.4 Company history and experience on provision of problem based learning courses
- 3.5 Briefly explain the experience of company personal in provision of problem based learning courses

4. Description of the problem based learning courses agreed with the industry partner company including

- 4.1.1 Design of the problem based learning courses including but not limited to objective; topics to be covered; duration; time schedule etc
- 4.1.2 Methodology for provision problem based learning courses, please highlight is there any innovative learning approach agreed
- 4.1.3 Describe the mentorship process that would be used
- 4.1.4 List the skills that would students gain after the completion and insert the number of students that would be included in the problem based learning courses, using the Table 1 below

Table 1:

Type of the problem based learning course	Duration of the program	No of students to be involved	year of studying	Expressed as an % of all students in the studying program	Expressed as an % of all students	List the skills gained
						Project management skills
						Problem solving skills
						Other please list



4.1.5 Provide draft content of the evaluation sheets upon which the students would evaluate the practical training provision

4.2 Budget breakdown (refer to Excel file)

Name of the Learning course	(a) No of students involved	(c) Unit cost per student	(c)Total cost per course (a*b)
Grant total of application :	Sum column a = Please insert total number of students for all learning courses		Sum column (c) - Please insert total costs for all learning courses

4.3 Monitoring and evaluation framework:

Please propose M&E framework including M&E indicators that would be used for measuring the efficiency and effectiveness of the proposed project in order to comply with Grant measure objectives given in the section 3.2.1.1 as well as responsible person for data collection and reporting.

4.4 Grant activity environmental screening questionnaire

Please fill the questionnaire given in Annex 2.

Submitted by:

Approved by:

Director

President of the School Management Board



Annex A.5 - Application form Grant measure 2.2

MINISTRY OF EDUCATION AND SCIENCE

Application

for grants for “collaboration between schools and business community”

Grant Pillar 2: Work related learning

**Grant measure 2.2: Establishment and running of summer camps learning programs
within the schools**



1. General information of the applicant

Name of the applicant/secondary vocational school	
Legal form: (public institution)	
Unique ID no. of the organization:	
Unique tax no:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Name of the Contact person:	
Phone number/fax/e-mail	

2. General information of the partner companies (if more than one industry partner fill down the below column for each industry partner separately) (add as much as needed)

Company 1:	
Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	



Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	

Company 1:	
Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	
Company 2:	
Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	



Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	
Company 3:	
Name of the company:	
Legal form:	
Unique ID no. of the company:	
Unique tax no.:	
Registration date:	
Address:	
Phone number/fax/e-mail:	
Director:	
Contact person:	
Phone number/fax/e-mail	



3. Project proposal (not longer than 6 pages)

Brief description the industry partner company/ies that will support the school in establishment and running of the summer camp learning programs

3.1 Describe briefly the company/ies businesses and operations and its correspondence with the study programs offered by the VET school

3.2 Rationale on industry partner company/ies selection (why this company/ies is/are selected; list other companies that were contacted for possible cooperation and what is agreed; briefly explain the whether other companies wanted to cooperate and if not why not)

3.3 Briefly describe the competences of the company/ies personal that would design and deliver the learning program

4. Description of the summer camp learning program agreed with the industry partner company including

4.1 Design of the summer camp learning program including but not limited to types of workshops, seminars and lectures that would be offered, topics to be covered; duration; time schedule etc.

4.2 Methodology agreed, please highlight is there any innovative learning approach agreed

4.3 List the skills that would students gain after the completion and insert the envisaged number of students that might be interesting to attend the summer camp learning courses, using the Table 1 below

Table 1:

Type and name of the proposed learning program (seminar, workshops ect)	Duration of learning the program	List the skills gained per program	Envisaged no of students to be involved	Year of studying	Expressed as an % of all students in the studying program	Expressed as an % of all students
		Refer to the proposed skills listed under 3.2.2.1				



4.3.1 Provide draft content of the evaluation sheets upon which the students would evaluate each learning program

4.4 Budget brake-down (filled down as per template below)

I	Insert the name of the proposed summer camp learning course	
	Insert the name of the Company involved	
1	List the costs associated to the industry company services	Costs
1.1	Design of the learning course	
1.2	Design of the learning materials	
1.3	Fee for lecturing	
1.4	Other costs please specify	
2	List the other training/operating costs associated to the implementation of the proposed learning course	Costs
2.1	Printing of materials	
2.2	Procurement of notebooks and other office materials	
2.3	Refreshments	
2.4	Other costs please specify	
Total costs learning course I (1+2)		

II	Insert the name of the proposed summer camp learning course	
	Insert the name of the Company involved	

1	List the costs associated to the industry company services	Costs
1.1	Design of the learning course	
1.2	Design of the learning materials	
1.3	Fee for lecturing	
1.4	Other costs please specify	

2	List the other training/operating costs associated to the implementation of the proposed learning course	Costs
----------	---	--------------



2.1	Printing of materials	
2.2	Procurement of notebooks and other office materials	
2.3	Refreshments	
2.4	Other costs please specify	
	Total costs learning course II (1+2)	

Grant total (I+II+III)

4.5 Monitoring and evaluation framework:

Please propose M&E framework including M&E indicators that would be used for measuring the efficiency and effectiveness of the proposed project in order to comply with Grant measure objectives given in the section 3.2.2.1 as well as responsible person for data collection and reporting.

4.6 Grant activity environmental screening questionnaire

Please fill the questionnaire given in Annex 2.

Submitted by:

Director

Approved by:

President of the School Management Board



Appendix 1. Examples of In-Kind Contributions

Category	Eligible	Non-Eligible
Salaries/ Fees	<ul style="list-style-type: none">- Actual salary cost for employees that will contribute directly to the project- Portion of the salary of an employee assigned to fulfill duties specifically related to the project	<p>Consulting fees, salary overheads, or honoraria to employees</p> <p>Salary and costs of employees or activities not directly related to the project</p>
Equipment, materials and supplies (E.g., computer and electronic communications)	Existing equipment, material and supplies at book value	Equipment, material and supplies at list price.
Use of facilities	Space or facilities for which a fee is usually charged at the value of the rates normally charged	



Appendix 2. Grant activity environmental screening questionnaire

ANNEX CGRANT ACTIVITY ENVIRONMENTAL SCREENING QUESTIONNAIRE

Name of Project (Reference number):		
City/Municipality:		
Name of applicant:		
Contact:		
ENVIRONMENTAL AND SOCIAL CHECKLIST QUESTIONNAIRE		
(must be filled out and filed for every application)		
CRITERIA		
	YES	N
Does the proposed activity require a FULL Environmental Impact Assessment as per the Macedonian Law on Environmental Impact Assessment (list of projects for which full EIA is mandatory)? If yes, this activity cannot be financed.		
Does the existing enterprise have valid operating permit, licenses, approvals etc.? If not, please explain. Permits to screen for include: construction permit, operational/use permit, urbanistic permit, water management permit...		
If not, will the grant financing be used to correct this condition?		
Does the existing enterprises have a valid environmental permit (or is in the procedure of obtaining an environmental permit as per the Macedonian laws) and does the proposed activity fall under those for which this permit was issued?		
Does the existing enterprise have a valid water management permit that calls for special investments or measures for the enterprise's wastewater releases (or is in the procedure of obtaining this permit as per the Macedonian laws)?		
Does the existing need to follow specific Macedonian environmental regulations regarding air emissions, water use or wastewater discharge and solid waste management?		
Are there any significant outstanding environmental fees, fines or penalties or any other environmental liabilities (e.g. pending legal proceedings involving environmental issues etc.) <i>If so, will the grant financing be used to correct this condition and please explain?</i>		
Have there been any complaints raised by local affected people or groups or NGOs regarding conditions at the facility? <i>If so, will the grant financing be used to remedy these complaints?</i>		
Proposed		
Will the activity generate water effluents (wastewater) that may require special treatment, control or the water management permit?		
Will the activity air emissions which would require special controls in order to ensure compliance with the Macedonian standards?		



Will the activity generate noise levels that would require control measures to ensure compliance with the Macedonian standards? Will the noise levels impact particularly sensitive receptors (natural habitats, hospitals, schools, local population centers)		
Will the activity consume, use or store, produce hazardous materials that: <ul style="list-style-type: none"> • require special permits or licenses • require licensed or trained personnel • are outlawed or banned in EU or Western countries • are difficult, expensive, or hard to manage • are inconsistent with PPAH recommendations • may cause soil and water pollution or health hazards if adequate control measures are not in place 		
Will the activity generate solid waste that may be considered hazardous, difficult to manage, or may be beyond the scope of regular household waste? <i>(This may include, but not be limited too, animal carcasses, toxic materials, pesticides, medical waste, cleaning materials, flammables etc.)</i>		
Will the activity be located within or close to officially protected areas or areas under		

The applicant, in signing this form proves that the grant activity will not involve land acquisition, any form of construction, or will promote any activities on the World Bank Group IFC exclusion list. In addition, the applicant is aware of the EIA requirements as per the Macedonian Law and certifies that there are no Full Environmental Impact Assessment reports required.

Form filled out by (Applicant):	
Date:	
Name:	
Title:	
Sign:	
Stamp:	

Form checked by (Independent Environmental Expert):	
Date:	
Name:	
Title:	
Sign:	



ANNEX B – Model of Agreement

to be signed between the Ministry of Education and Science on the one hand and a VET School and participating business partner company on the other

GRANT AGREEMENT

For the grant program for cooperation between schools and the business community funded by the Ministry of Education and Science

This agreement is concluded on _____ in Skopje between:

Ministry of Education and Science, located at _____, 1000 Skopje, represented by the Minister, _____, (hereinafter referred as “MoES”) from one side,

and

(insert the name of the VET school), Street, No. ___ with Registration Number __, Tax number ____, account number represented by __

(insert the name of the partner business company), Street, No. ___ with Registration Number __, Tax number ____, account number represented by __ on the other side (hereinafter referred as “_____”).

Article 1

This Agreement is defining the rights and obligations between the parties regarding the implementation of the activities given in Project Application No. _____ from _____. _____.20 _____, submitted by the (insert the name of the VET school), accepted and approved by Ministry of education and science with Decision No. _____ from _____. _____.20 _____, which are arising from the provision of grant through the grant program for collaboration between schools and the business community by the MoES.



Article 2

Subject of this agreement is to grant funds through a grant program for cooperation between schools and the business community. e. (insert the name of the Grant measure).

Article 3

(1) According to the application no. _from __. __. 201__, submitted by the VET school on Call No._ and accepted and approved by the Ministry of Education and Science with Decision no. _from __. __. 20____, the funds allocated for the implementation of the project defined in Article 2 of this Agreement is ____,00denars

(2) The funds referred to in paragraph 1 of this Article shall be paid in the following manner

_____ (shall be inserted as per applicable financial arrangement defined in the OM)

(3) The VET school is obliged to open a separate bank account acceptable to MoES to which the funds from paragraph 1 of this article will be transferred.

Article 4

The Ministry of Education and Science with this Agreement is under the obligation:

- to transfer the funds in accordance with the provisions stipulated in Article 3.2; and
- to regularly monitor the implementation of the project

Article 5

The VET school is under the obligation

- to implement the project as specified in the grant application. For any significant deviation the school must promptly inform the Ministry of education and science and obtains the prior written consent of the Ministry.
- to implement the project properly and effectively in accordance with the conditions of this Agreement, the Grants Operational Manual and in accordance with sound technical, financial, managerial, environmental and social standards and practices.
- to open a separate special bank account on which the payments of the grant program will be made.
- to abide the policies and procedures that will enable the MoES to easily monitor and evaluate the project progress and achievement of its objectives.
- to use the funds in accordance with the approved project budget and to maintain an adequate financial management system and prepare financial statements in a



- manner that corresponds to the activities, resources and costs associated with the project.
- to keep the entire documentation of the project at least five (5) years after the full implementation of the project.
 - to enable the MoES at any time to make an assessment / monitoring of the project implementation, its activities, as well as upon request to prepare and submit to the Ministry all relevant documents related to the project.
 - to return any unspent funds no later than 30 days after completion of sub-project implementation to an account provided by the MoES

Article 6

The Industry partner company (insert name) is under the obligation to list all obligations as per approved application

Article 7

(1) This Agreement is valid for a period of twelve (12) months (insert shorter period for Grant measure 2.2 (three months)).

(2) The duration of this Agreement may be extended for an additional period up to six (6) months upon written approval of the Ministry.

Article 8

(1) The Ministry of Education and Science is obliged to supervise the project in terms of project progress and implementation of the planned activities and supervision of the financial expenditures assuring their accordance with the approved project budget for the given period.

Article 9

(1) The parties agree that none are to be held liable for loss, damage or failure of the provisions of this Agreement caused by force majeure.

(2) Each of the parties undertake liability to notify in writing the other party, in the case of entry of force majeure in effect and will agree new conditions for fulfillment or termination of the contract.

Article 10

- (1) Ministry of education and science may temporarily or completely discontinue funding and terminate this Agreement in its sole opinion, in whole or in part, in the event of breach of any of the terms of the Agreement for allocation of funds, in the following cases if the VET school:
- fails to comply with the approved project budget, or uses approved funds in different manner, including the redistribution of funds between the budget categories as



- specified in the approved project budget, without the prior written consent of the Ministry.
- gives incorrect information during the procedure for granting funds and implementation of the Grant that would have a material effect on the project.
 - does not introduce appropriate policies and procedures that will enable the Ministry of Education to supervise and evaluate project progress and achievement of goals, including regular reporting on the use of funds as per the prescribed formats and procedures.
 - does not introduce and maintain adequate financial management procedures and processes and prepare financial statements in accordance with acceptable accounting standards, and in a way that adequately reflects the activities, resources and costs associated with the project.
 - does not allow proper performance of external auditing by independent auditors hired by the MES for project purposes.
 - does not provide to the MES the right to inspect the implementation of the project, its activities and all relevant project documents and submit them to the MES upon request.
 - fails to inform the MES for any significant changes that have a material impact on the project
 - fails to submit IFRs or other additional documents requested by the MOES or
 - any other circumstance that led to misuse of funds found by independent auditors or government authorities

(2) In case of occurrence of any of the circumstances referred to in paragraph 1 of this Article, the MoES will inform in writing the VET school and request the user to remove the violations within 21 (twenty one) days from the date of receipt of the notification.

(3) In case the user does not remove the violations referred in the written notice, the MoES has right to terminate the Agreement for allocation of funds through official decision for this matter.

(4) In the case of willful misconduct, imprudent and reckless behavior and fraud or other unethical behavior, MoES will report such behavior to the competent national authorities and the user will be subject to inspection.

(5) If the Agreement is terminated for any reason referred to in paragraph 1 of this Article, and allocated funds are spent, the user must pay off the full amount of spent funds within eight (8) days and if this is not done, the amount would be subject to the legal penalty rate for each day of delay until execution of the final payment.

Article 11

(1) The Grant user may require to temporarily or completely terminate the Agreement and discontinue funding if they establish that for any reason the project for which the



Grant is awarded is unlikely to succeed. In such case the Grant user shall submit the request in writing to the Ministry of Education and Science.

(2) The MoES shall assess the reasons for the failure and if the grounds for failure are rational and not caused by any of the events referred in Article 10 shall agree to temporary or complete contract termination. In such case the Ministry can on sole discretion decide the Grant user not to pay off the spent funds. The unspent portion of the funds shall be returned no later than thirty (30) days from receiving the MOES decision.

Article 12

This Agreement is effective from the date of its signing by both parties.

Article 13

(1) This agreement has the force of execution and is set as basis for enforcement.

Article 14

(1) The language of the Agreement and other documents which form part of this Agreement is the Macedonian language and its Cyrillic alphabet.

Article 15

All notices, requests, consents, approvals, etc. shall be sent in writing.

Each party shall appoint a contact person and shall inform the other Party on such appointment.

Article 16

The parties undertake to keep confidential and not to make available to third parties, the information for the project referred to in Article 2 of this Agreement, which have been obtained during its implementation.

Article 17

Amendments to this Agreement can be made in writing by mutual consent of the parties and signed by all contractual parties.

Article 18

(1) The parties agree that any disputes that may arise under this Agreement shall be settled in accordance with good business practices.

(2) If the parties fail to reach an amicable solution to the dispute, they agree, the dispute shall be forwarded to the competent Basic Court in Skopje.



Article 19

This Agreement is made in 4 (four) identical copies, two for each party.

Signed by:

Ministry of education and science

VET school

Business partner company



ANNEX C: Procurement templates

Annex C.1. Procurement of goods/equipment/materials - Invitation to Quote (ITQ)

INVITATION TO QUOTE

To:

1. You are invited to submit your price quotation(s) for the supply of the following items:

(i) _____

(ii) _____

(iii) _____

2. _____ has received a grant from the International Bank for Reconstruction and Development (IBRD) through the Skills Development and Innovation Support Project implemented by the Ministry of Education and Science, and intends to apply the proceeds of this grant to eligible payments for which this invitation for quotation is issued.

3. You may quote for any of the items under this invitation. Each item shall be evaluated and purchase order issued separately to the firm(s) offering the lowest evaluated price for each item. {OR, You must quote for all the items under this Invitation. Price quotations will be evaluated for all the items together and purchase order issued to the firm offering the lowest evaluated total cost of all the items}.

{Note: The Purchaser must select one of the two options and delete the non-applicable option. This note should also be deleted from final text.}

4. Your quotation(s) should be addressed and submitted to:

e-mail : _____

FAX: _____

5. Your quotation in Macedonian language, should be accompanied by adequate technical documentation and catalogue(s) and other printed material or pertinent information (in English or Macedonian language) for each item quoted if applicable.

6. The deadline for receipt of your quotation(s) by the Purchaser at the addressed indicated in Paragraph 5 is: _____

7. Quotations by e-mail or fax are acceptable {OR, are not acceptable}



{Note: The Purchaser must select one of the two options and delete the non-applicable option. This note should also be deleted from final text.}

8. Your quotation(s) should be submitted as per the following instructions and in accordance with the Terms and Conditions of Supply in the attached draft Purchase Order. Please complete and sign the Form of Quotation and return the same to the Purchaser.

(i) PRICES: The prices should be quoted for delivery to the following address:_____. Prices should be quoted in MKD with VAT included (if applicable).

(ii) EVALUATION AND AWARD OF PURCHASE ORDER: Offers determined to be substantially responsive to the technical specifications will be evaluated by comparison of their prices. The award will be made to the firm offering the lowest evaluated price.

(iii) VALIDITY OF THE OFFER: Your quotation(s) should be valid for a period of 45 days from the date of receipt for quotation(s) as indicated in Paragraph 7 of this Invitation to Quote.

10. Further information can be obtained from:

Telephone:_____

Fax: _____

e-mail: _____

11. Please Confirm by Fax/e-mail the receipt of this invitation and whether or not you will submit the price quotation(s).

Sincerely,



Form of Quotation by the Supplier

(Terms and Conditions of Supply)

Purchaser: _____

Supplier: _____

1. Prices and Schedules for Supply

Item No	Description	Quantity	Unit Price	Total Price	Delivery Time
1					
2					
3					
Total					

{Note: In case of discrepancy between unit price and Total derived from unit price, unit price shall prevail}

2. Fixed Price: The prices indicated above are firm and fixed and not subject to any adjustment during contract performance.

3. Delivery Schedule: The delivery should be completed as per above schedule but not exceeding _____ days from the date of purchase order.

4. Payment of the invoice will be made 100% against delivery of goods no later than _____ days of invoice submission.

5. Warranty: Goods offered should be covered by manufacturer's/supplier's warranty for at least _____ months from the date of delivery to the Purchaser. {Purchaser to specify warranty period}.

6. Required Technical Specifications {Purchaser to specify}

- (i) General Description
- (ii) Specific details and technical standards
- (iii) Performance Parameters

The Supplier confirms compliance with above specifications {In case of deviations supplier to list all such deviations}

9. Failure to Perform: The Purchaser may cancel the Purchase Order if the Supplier fails to deliver the Goods, in accordance with the above terms and conditions, in spite of a 21 day notice given by the Purchaser, without incurring any liability to the Supplier.



NAME OF THE SUPPLIER

Authorized Signature _____

Place:

Date:



Annex C. 2. Evaluation report-Procurement of Goods

1. Details of goods to be procured:

<i>List of items to be procured</i>	<i>Brief description of the items to be procured</i>	<i>Quantities</i>

2. Quotations Obtained

Name and address of Suppliers	Date when Price is obtained	Price validity period	Price		Ranking
			per unit	Total	

3. Non-responsive quotations: _____

4. Name of the Supplier with the lowest price
Supplier _____

5. Total price of the Purchase Order /(Contract) award _____

6. Any issues to be discussed at the finalization of the contract: _____

Date:

Place:

Signatures of the Members of the Evaluation Committee



Annex C.3 - Draft Purchase Order

Purchase Order No. _____

Date of Purchase Order _____

Name of the Purchaser _____

Complete Postal Address of Purchaser _____

Telephone No. _____

Fax No. _____

Subject: SUPPLY OF _____

TO: {Please insert Supplier's name and address}

Dear Sirs:

Your price quotation No. _____
dated _____ for the supply of the above goods is accepted by the Purchaser for an
amount of _____ as per the Terms and Conditions described in Attachment 1
to this Purchase Order. Please complete your supply in accordance with the terms and
conditions contained in the attachment to this Purchase Order.

Sincerely,



Annex C.4: Consulting services - Evaluation Report-Selection of Individuals

Date: _____

1. Client: _____

2. Name of assignment: _____

3. Total Estimated Cost of Assignment: _____

4. Period of the Assignment: _____

5. Date of Issue of the notice-letter of invitation:

6. Names of individuals invited (if any):

7. Evaluation Criteria basis:

(i)

(ii)

(iii)

8. Deadline for submission of CVs:

9. Name of consultants who submitted CVs:

11. Members of Evaluation Committee:

A.

B.

C.



12. Brief summary of the Evaluation:

14. Recommendation for contract award:

Name of the Individual: _____

Attachments:

1. Evaluation Sheet

2. Summary of evaluation of each CV with respect to TOR and other evaluation criteria/requirements



Attachment 1. Evaluation Sheet

Individual Consultant						
	Candidates Names	Criterion 1 (____ points)	Criterion 2 (____ points)	Criterion 3 (____ points)	Total point s	Rank
1.						
2.						
3.						

Rating:

100– 91 Highly Satisfactory

90–81 Satisfactory

80 –61 Good

60 or less – Poor

Attachment 2: Summary of evaluation of each CV with respect to TOR and other evaluation criteria/requirements

<i>Consultant Name</i>	<i>Criteria I</i>		<i>Criteria II</i>		<i>Criteria III</i>	
	<i>Strength</i>	<i>Weakness</i>	<i>Strength</i>	<i>Weakness</i>	<i>Strength</i>	<i>Weakness</i>
<i>1</i>						
<i>2</i>						
<i>3</i>						

Annex C.5: Consulting services – Sample contract -Selection of Individual Consultants

CONTRACT FOR CONSULTING SERVICES

SMALL ASSIGNMENTS

TIME-BASED PAYMENTS

(IBRD/IDA FINANCED)

CONTRACT ----

FOR ----

THIS CONTRACT ("Contract") is entered into this -----, by and between -----("the Client") having its principal place of business at -----, and ----- ("the Consultant") having its principal place of residence at -----.

WHEREAS, the Client wishes to have the Consultant performing the services hereinafter referred to, and

WHEREAS, the Consultant is willing to perform these services,

NOW THEREFORE THE PARTIES hereby agree as follows:

- 1. Services**
- (i) The Consultant shall perform the services specified in Annex A, "Terms of Reference and Scope of Services," which is made an integral part of this Contract ("the Services").
 - (ii) The Consultant shall provide the reports listed in Annex B, "Consultant's Reporting Obligations," within the time periods listed in such Annex, and the personnel listed in Annex C, "Cost Estimate of Services, List of Personnel and Schedule of Rates" to perform the Services.

2. Term

The Consultant shall perform the Services during the period commencing ----- and continuing through -----or any other period as may be subsequently agreed by the parties in writing.

This is a full-time appointment for which the Consultant is required to work a minimum of forty hours a week under a work schedule determined by ----- . National holidays are non-working days. Reimbursement for overtime work, as may be requested from time to time by -----, is included in the monthly remuneration fee.

For each full month of work the Consultant will accumulate 2 (two) days of annual leave. Annual leave should be used within the duration of this Contract.

3. Payment

A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed a ceiling of ----- (-----) as indicated in Annex C, "Cost Estimate of Services, List of Personnel and Schedule of Rates. This amount has been established based on the understanding that it includes all of the Consultant's costs and profits as well as any tax obligation that may be imposed on the Consultant. The payments made under the Contract consist of the Consultant's remuneration as defined in sub-paragraph B below and of the reimbursable expenditures as defined in sub-paragraph C below.

B. Remuneration

The Client shall pay the Consultant for Services rendered at the rate per month spent in accordance with the rates agreed and specified in Annex C, "Cost Estimate of Services, List of Personnel and Schedule of Rates."

C. Reimbursables

The Client shall pay the Consultant for reimbursable expenses, which shall consist of and be limited to:

- (i) normal and customary expenditures for official travel, accommodation, printing, and telephone charges; official travel will be reimbursed at the cost of less than first class travel and will need to be authorized by the Client's coordinator;
- (ii) such other expenses as approved in advance by the Client's coordinator.

D. Payment Conditions

Payment shall be made on monthly basis in Macedonian Denars (MKD) not later than 30 days after each month spent on the assignment .

Payments shall be made to the Consultant's bank account: -----

4. Project Administration

A. Coordinator

The Client designates ----- as Client's Coordinator; the Coordinator shall be responsible for the coordination of activities under the Contract, for receiving and approving invoices for payment, and for acceptance of the deliverables by the Client.

B. Timesheets

During the course of their work under this Contract, including field work, the Consultant may be required to complete timesheets or any other document used to identify time spent, as well as expenses incurred, as instructed by the Project Coordinator.

C. Records and Accounts

The Consultant shall keep accurate and systematic records and accounts in respect of the Services, which will clearly identify all charges and expenses. The Client reserves the right to audit, or to nominate a reputable accounting firm to audit, the Consultant's records relating to amounts claimed under this Contract during its term and any extension, and for a period of three months thereafter.

- 5. Performance Standard** The Consultant undertakes to perform the Services with the highest standards of professional and ethical competence and integrity. The Consultant shall promptly replace any employees assigned under this Contract that the Client considers unsatisfactory.
- 6. Inspections and Auditing** The Consultant shall permit, and shall cause its Sub-Consultants to permit, the Bank and/or persons or auditors appointed by the Bank to inspect and/or audit its accounts and records and other documents relating to the submission of the Proposal to provide the Services and performance of the Contract. Any failure to comply with this obligation may constitute a prohibited practice subject to contract termination and/or the imposition of sanctions by the Bank (including without limitation a determination of ineligibility) in accordance with prevailing Bank's sanctions procedures.
- 7. Confidentiality** The Consultants shall not, during the term of this Contract and within two years after its expiration, disclose any proprietary or confidential information relating to the Services, this Contract or the Client's business or operations without the prior written consent of the Client.
- 8. Ownership of Material** Any studies, reports or other material, graphic, software or otherwise, prepared by the Consultant for the Client under the Contract shall belong to and remain the property of the Client. The Consultant may retain a copy of such documents and software.
- 9. Consultant Not to be Engaged in Certain Activities** The Consultant agrees that, during the term of this Contract and after its termination, the Consultant and any entity affiliated with the Consultant, shall be disqualified from providing goods, works or services (other than consulting services that would not give rise to a conflict of interest) resulting from or closely related to the Consulting Services for the preparation or implementation of the Project.
- 10. Insurance** The Consultant will be responsible for taking out any appropriate insurance coverage.

11. Assignment The Consultant shall not assign this Contract or Subcontract any portion of it without the Client's prior written consent.

12. Law Governing Contract and Language The Contract shall be governed by the laws of the Republic of Macedonia, and the language of the Contract shall be _____.

13. Dispute Resolution Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to proceedings in accordance with the laws of the Client's country.

14. Termination
The Client may terminate this Contract with at least ten (10) working days prior written notice to the Consultant after the occurrence of any of the events specified in paragraphs (a) through (d) of this Clause:

(a) If the Consultant does not remedy a failure in the performance of its obligations under the Contract within seven (7) working days after being notified, or within any further period as the Client may have subsequently approved in writing;

(b) If the Consultant becomes insolvent or bankrupt;

(c) If the Consultant, in the judgment of the Client or the Bank, has engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices (as defined in the prevailing Bank's sanctions procedures) in competing for or in performing the Contract.

(d) If the Client, in its sole discretion and for any reason whatsoever, decides to terminate this Contract.

FOR THE CLIENT

FOR THE CONSULTANT

Signed by: -----

Signed by: -----

Title: -----

Title: -----

LIST OF ANNEXES

Annex A: Terms of Reference and Scope of Services

Annex B: Consultant's Reporting Obligations

Annex C: Cost Estimate of Services, List of Personnel and Schedule of Rates

ANNEX A - TERMS OF REFERENCE AND SCOPE OF SERVICES

ANNEX B - Consultant's Reporting Obligations

ANNEX C

Cost Estimate of Services, List of Personnel and Schedule of Rates

(1) Remuneration

Position	Name	Net Rate (per month in MKD)	Time spent (number of months)	Net Total (MKD)
Sub-Total (1)				

(2) Reimbursables

Description	Rate	Month	Total (MKD)
Sub-total (2)			

TOTAL COST (Sub-total 1+ Sub-total 2): -----

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Annex C.6: Interim Un-Audited Financial Report

Uses of Funds by Project Activity									
For the period ending _____									
In MKD									
	Actual			Planned			Variance		
	Current quarter 1	Year To	Cumulative to Date	Current quarter 1	Year To	Cumulative to Date	Current quarter 1	Year To	Cumulative to Date
Activity									
Contract 1									
Contract 2									
Contract 3									
contract 4									
contract 5									
contract 6									
Payments without contract									
Operating Cost									
Total:									

Project Cash Receipts & Payments									
For the period ending _____									
In MKD									
	Actual			Planned			Variance		
	Current quarter 1	Year To	Cumulative to Date	Current quarter 1	Year To	Cumulative to Date	Current quarter 1	Year To	Cumulative to Date
Sources of Funds									
Counterpart Funds from School									
MOES Grant									
Total									
Uses of Funds									
Financed by MOES									
Activity 1									
Activity 2									
Sub-total financed by the WB									
Financed by School									
Activity 1									
Activity 2									
Sub-total financed by the school									
Total uses of funds									
TOTAL:									
Net increase/(Decrease) in cash flow									
Bank Balances beginning of period									
Bank Balances end of period									

Special Grant Account					School
				For the period ending _____	
				In MKD	
<i>Opening Balance on Account</i>					
Plus: Replenishment during the period			0		
Less: Amount of eligible expenditures paid during the period			0		
<i>Closing Balance as of the end of period</i>			0		
<i>Balance per Account Bank Statement MKD</i>					
<i>Discrepancy in closing balance</i>			0		
<i>Explanation</i>					

ANNEX D: Draft Employer Evaluation sheet (to be completed by industry partner company/companies/business association)

I. General information

1. Name of the company: _____
2. Industry in which the company operates: _____
3. Name of the VET partner school: _____
4. Name of Grant measure: _____

II. Assessment of the Grant program

5. Who informed you about the possibility for Grant application?

- through the Ministry awareness campaign
- Business association
- VET school directly
- Other please specify _____

6. How do you evaluate the application process?

- Simple and user friendly
- Moderately difficult, needs slight revision
- Complicated, needs revision and simplification

7. How do you evaluate the Grant implementation administrative requirements?

- Easy to follow, not burdensome
- Moderately burdensome, needs slight revision
- Administrable complicated and burdensome, needs revision and simplification

8. Please outline any Grant program areas that requires process and procedures revision and/or improvement (list area, bottleneck and suggested revision):

9. How would you rate the overall cooperation with the VET school? (mark one option)

5. Excellent	4. Very good	3. Good	2. A little	1.Bad
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10. Would you apply again in the next application process? Yes/No (if No please add the reason)

III. Student evaluation

11. How well were the students prepared for the learning program? (mark one option)

5. Excellent	4. Very good	3. Good	2. A little	1.Bad
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12. How would you rate the students' sense of responsibility toward the learning program?

5. Excellent	4. Very good	3. Good	2. A little	1. Bad
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13. Please provide examples in which the students applied good judgment and had technical competences for the assigned tasks?

14. Please provide some examples in which the students worked quickly, thoroughly and efficiently?

15. Please outline the areas where the students made significant improvements?

16. Are there other areas involving the learning program that you wish to comment on?

17. Would you recommend the students for future employment? Why or why not?