



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

**March 2019**

Developed under the Skills Development and Innovation  
Support Project



## 1. Introduction

The Ministry of Education and Science through the Skills Development and Innovation Support Project (World Bank Loan 8332 MK), in 2016 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 3 different measures

Grant measure 1: Setting up a school company within the VET school through business guidance and mentoring (business mentoring relationship);

Grant measure 2: Placement of students in practical training in companies;

Grant measure 3: Establishment of problem based learning courses for enhancement of soft skills

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 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 partner company 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 MK until June 30<sup>th</sup> 2020 or any other additional period that would be subsequently agreed between the MoES and World Bank.

The Ministry of Education and Science is the implementing agency of this Grant Program.

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 sub-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, receiving and reviewing reports and all supporting documents related to payment etc;
- Facilitating regular communication with grant beneficiaries, maintaining cooperative partnerships between the MOES and the grant beneficiaries and other possible stakeholders;
- Establishing and maintaining the register/database of grant beneficiaries.

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 Procurement Manager is also responsible for internal control of requests for payment.

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 beneficiaries 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 Financial Manager is also responsible for ensuring timely payment of approved expenses to the schools.

The Monitoring and Evaluation Specialist within the PMU is responsible to ensure that the schools maintain policies and procedures adequate to enable monitoring and evaluation of the progress of the School Sub-project and the achievement of its objectives and to conduct internal monitoring and evaluation activities. The Monitoring and Evaluation Specialist is also responsible for internal control of supporting documentation delivered by the schools as basis for payment. An external operational and performance audit and impact evaluation of the program shall be done by independent consultants hired within the SDIS Project. The Monitoring and evaluation specialist will train the grant beneficiaries on monitoring and evaluation processes of the sub projects.

The Environmental Specialists engaged through the SDIS Project shall be responsible for screening grant applications, reviewing and approving the EMPs, providing relevant support during sub-project implementation and monitoring sub-projects that have been assigned environmental category II (corresponding to World Bank category B-intermediate risk).

The Project Management Unit is also responsible to provide information and support the VET schools and 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 hold presentations to schools for grant application and implementation procedures on behalf of the Ministry of Education and Science. The presentations will be provided to all interested applicants after each public call announcement. The presentations will elaborate in details on the different grant measures and procurement procedures, financial management rules and monitoring and evaluation framework. Target groups for the presentations are: school principals, school management board members, school staff and partner companies' staff. In addition, the Procurement Manager, Financial Manager and Monitoring and Evaluation Specialist, shall also provide specific training on procurement and financial management procedures as well as monitoring and evaluation procedures to schools grant awardees. Such specific trainings sessions will be held for the grant awarded beneficiaries within 30 days after signing of the grant agreements.

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 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 partner company to implement the activities related to the sub-projects. All materials developed by the partner companies under these projects must remain property of the VET schools.

## 2.2 Time schedule

The Ministry of Education and Science plans to announce at least one public call per year. The approximate annual timeframe for implementation of the grant program is as follows:

Activity	Indicative Time Frame	Responsibility
<b>Public Awareness Campaign</b>		
❖ Promotional activities	April	PMU/Public Relation Unit
<b>Public Call</b>		
❖ Public Call announcement	April	MOES
❖ Presentations to interested VET schools and partner companies on application procedure	April/May	Consultant/PMU
❖ Application deadline	May	VET schools/ partner companies
<b>Selection process</b>		
❖ Establishment of Evaluation Committees	June	MOES
❖ Evaluation of the applications	June-July	EC
❖ Submission of the EC report to the World Bank	July	PMU /World Bank



<b>Negotiations and contract signature</b>		
❖ Issued notification for the selected applicants	August	MOES
❖ Negotiations with the selected applicants	August	PMU
❖ Contract preparation and signature	August	PMU/MOES
<b>Grant implementation</b>	<b>September-June</b>	Schools and partner companies

### 2.3 Grant size

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

<b>Grant measure 1:</b> Setting up a school company within the VET school through business guidance and mentoring (business mentoring relationship)	<b>Up to 30.000 EUR</b>
<b>Grant measure 2:</b> Placement of students in practical training in companies	<b>Up to 10.000 EUR</b>
<b>Grant measure 3:</b> Establishment of problem based learning courses for enhancement of soft skills	<b>Up to 10.000 EUR</b>

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. 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 Ministry of Education and Science.

The Commission shall be consisted of 7 members (1 member from the Ministry of Education and Science staff, 1 member from the VET Center, 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 Ministry of Education and Science and shall be one of the EC members. 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 processes**

. This grant program will include the following forms of M&E:

- Internal progress monitoring - 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 or on-site reviews;
- External audits i.e. performance, operational and financial audits performed by independent companies on yearly basis during the project lifetime;
- Impact evaluation of the program performed by independent consultant (baseline and follow-up surveys on the impact of the program).

### **2.5.1. Internal progress monitoring**

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

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

### **2.5.2. Internal 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 or desk (off-site) review.

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 at least on a biannual basis in relation with the IFRs and bank statements. For a desk review the grant beneficiary shall send IFR's and a copy of all required financial related documents no later than 15 days after the end of the reporting period (by 15 January for the reporting period ending 31 December and by 15 July for the reporting period ending 30 June) 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.

### **2.5.3. Internal 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 all contracts will be carried out by the Procurement Manager within the PMU. 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 issued by the Procurement Manager.



#### **2.5.4. External Operational and Performance Audit**

After the completion of each school 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 consultants 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 might revise the Grant Operation Manual.

#### **2.5.5. External 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

#### **2.5.6. Impact evaluation of the program**

The baseline and follow-up surveys for the needs of the impact evaluation of the program shall be conducted by independent consultant.

The objective of the surveys is to measure the effect of the implemented grant projects during the overall period of the implementation of the Grant program.

### **2.6 Common Financial Arrangements**

#### **2.6.1 Reporting**

Each grant beneficiary shall prepare interim unaudited financial reports (IFRs) on a biannual basis and send to the PMU Financial Manager in a period of 15 days after the end of each reporting period (each reporting period ends respectively on 31 December and 30 June). 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. Each grant beneficiary shall prepare and submit more than one IFR in a respective period for the purpose of withdrawal of funds if conditions for payment are met. Submission of the additional documentation by the beneficiaries should be done no later than 2 weeks after a request for additional documentation is issued by the PMU.

The IFRs will comprise the reports presented in Annex 9.

In case the same school receives several grants 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 use 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. IFR submission can be done via e-mail, hand or post. IFR approval shall be done by e-mail.

### **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.

For the purposes of insuring an appropriate system of internal controls the IFRs should be signed by the person who has prepared the IFRs and approved with a signature from the authorized signatory of the school. The IFRs should bear the official seal stamp of the school on each page.

Each beneficiary should submit to the PMU official letter providing information on beneficiary staff that would be involved in control activities of the sub-project (coordinator), officer responsible for the preparation of the IFRs, officer responsible for the preparation of progress and final reports, as well as person authorized as signatory of the school in accordance with Annex 6. The coordinator is responsible for approving all invoices paid by the grant beneficiary.

The PMU Grants Officer is responsible for review of the request for payment and supporting documentation at the first stage of internal control. The PMU Financial Manager is responsible for control of the payment documentation at the second stage of control and approval of IFRs. The PMU Procurement Manager is responsible for confirming that the request for payment is in accordance with the signed contract. The PMU Director is responsible for approval of transfers. Payments are authorized for execution by the authorized signatory of the Ministry of Education and Science.

The following documentation needs to be kept in original form by each beneficiary: signed and seal stamped IFRs, progress reports, final report, all procurement related documents including original bids, contracts and delivery certificates, requests for payment, bank statements, invoices bearing the schools registry stamp and any other documents as instructed by PMU.

### **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 transfer 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 based on actual costs (invoices received) against request for payment, submission of IFRs, copies of invoices accompanied by appropriate supporting documentation (bank statements, receipts/invoices supporting the costs that have been invoiced by the partner company, delivery certificates, reports/deliverables developed under the sub-project etc.).

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.

## 2.8 Correspondence between PMU and grant beneficiaries

Official correspondence between the PMU and the grant beneficiaries' representatives can be by e-mail, by hand, by facsimile or by post. E-mail correspondence is considered official when it is done by the PMU Grants Officer, PMU Financial Manager, PMU Monitoring and Evaluation Specialist, PMU Procurement Manager or PMU Director on one hand and by person/s authorized by the grant beneficiary or the schools' principals on the other hand. In cases when certain documents are sent both by e-mail and by other means, the date of electronic submission shall be considered as official.

## 2.9 Environmental management

Each grant application will undergo environmental screening procedure before being accepted for detailed evaluation and financing. The screening procedure is based on the WB Environmental Assessment Safeguard Policy, WB Pollution Prevention and Abatement Handbook and the relevant laws and bylaws of the Republic of Macedonia.

This project will not finance

- Any activities that would have an irreversible and substantial environmental impact or correspond to environmental category III (corresponding World Bank category A-high risk);
- Any activities which involve land acquisition or any form of resettlement;
- Any of the activities listed in the WB Group-IFC Exclusion List or activities for which a Full Environmental Impact Assessment is required per the Macedonian Law on Environment given in Annex 16;
- Any construction and rehabilitation activities, including very small refurbishment or renovation activities of any scope of civil works.

The Environmental Screening Questionnaire given in Annex 5 must be part of every grant application.

Grant applications assigned with low environmental risk (Category I/ WB category C) will be eligible for financing and will not require further environmental evaluation.

Grant applications assigned with intermediate environmental risk (Category II/ WB category B) will be eligible for financing and an Environmental Management Plan (EMP) will be required. The applicant is responsible for preparing the EMP no later than 15 days after receiving notification of grant award. A format for the EMP is given in Annex 17. If the grant applicant/beneficiary refuses to prepare the EMP it will be ineligible to access the funds from the Project. The EMP must be disclosed on the applicant's website or similar, with a possibility for the public to provide comments, queries or feedback that should be taken into careful consideration and incorporated in a revised/final version of the EMP.

### **3. Description of the Grant measures**

#### **3.1. Grant measure 1: Setting up a school company within the VET school through business guidance and mentoring (business mentoring relationship)**

##### **3.1.1 Description of the measure**

This measure aims to encourage VET schools to establish and run school companies with business guidance and mentoring by a partner company. 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 a 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 within the VET school. The services that would be agreed between the partners shall be listed in the application as follows:

- Guidance to be provided in the design of products/services and/or catalogue of products/services (type of product/service, description, delivery methods, prices etc);
- Mentorship to be provided (legal form, job systematization, production capacities, procurement procedures, business plan including marketing plan for at least 1 year)
- 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;

The partner company should issue certificates for successful completion of training for teachers and students respectively.

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 or service delivery
- Raw materials necessary for the production process or service delivery
- Marketing/promotional materials



- Spare parts and services for maintenance of the machines, appliances and equipment
- IT equipment and technical aids
- 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 services<sup>1</sup>**

- Remuneration for the hiring of individual consultants for the needs of the operation of the school company for a period of maximum 12 months, if needed (maximum 15% of the total budget allocated for implementation)

Other eligible expenses for which no formal procurement procedure applies shall be:

- **Remuneration for business guidance and mentorship for the partner company** (maximum 15% of the total budget allocated for implementation)
- **Training expenses** (maximum 10% of the total budget allocated for implementation)- These expenditures can cover training materials including trainees safety related products, space and equipment rental, travel, accommodation and per diem costs of trainees and trainers, trainers' fees, and other training related miscellaneous costs).

All materials developed under this project by the partner company must remain property of the VET schools.

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

**Target group:** Target group are VET students from 2nd, 3rd and 4th year of study.

**Duration:** The duration of this measure is one school year.

### **3.1.2 Objectives of the Grant measure 1**

Each submitted application for Grant measure 1: Setting up a VET school company through business guidance and mentoring (business mentoring relationship) must meet, individually, all

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<sup>1</sup>It is up to the school to decide whether they will use existing staff or hire new ones.



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.

### **3.1.3 Size (amount) of the Grant measure 1**

Each project proposal may bring the VET school a grant in the maximum amount of 1,800,000 denars (approximately 30,000 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 (labor, 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 4.

### **3.1.4 Application process**

In order to apply under this Grant measure the VET school shall submit the application in the form provided in Annex 1 of this document. Submission of the applications must be done in hard copy at the MOES followed by an electronic version sent via email as per instructions given in the call for applications (notice).

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 hiring staff to work in the company and training expenses mentioned under section 3.1.1.

**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.**

### 3.1.5 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:

- 1 member from the Ministry of Education and Science
- 1 member from the VET Center
- 2 members from the Skills Development and Innovation Support Project
- 3 external members from the business community

The Evaluation Commission shall perform a two-phase evaluation of the applications. The first phase includes administrative check of application documents in accordance with the checklist below:

Administrative check	YES/NO	COMMENT
1. Application form for Grant Measure 1 duly completed and signed		
2. Plan for development of the school company submitted		
3. Description of the agreed collaboration with the partner company for business guidance and mentorship submitted		
4. Profile of the partner company including biographies (CVs) of mentors submitted		
5. Proposed table for number of students included in practical training in the school company submitted		
6. Program for practical training of the		



students submitted		
7. Program for training of the teachers submitted		
8. Proposed budget breakdown by activities and types of expenditures in accordance with the operational manual submitted		
9. Environmental screening questionnaire duly completed and signed		
10. The environmental screening results classify this application in environmental category I (World Bank category C-low risk) or environmental category II (World Bank category B-intermediate risk)		

In order to qualify for the second phase of evaluation, the applicants must be positively assessed on all aspects of the administrative check.

The second phase of evaluation will be done in accordance with the following criteria:

		Total points	Assessment methodology	Description/ comment
1	Clearly identified and properly formulated objectives and activities of the school company	5	<ul style="list-style-type: none"> <li>Lack of clearly identified and lack of properly formulated objectives and activities of the school company- <b>1 Point</b></li> <li>Only small portion of clearly identified and properly formulated objectives and activities of the school company- <b>2 Points</b></li> <li>Most of the formulated objectives and activities of the school company are clearly identified and properly formulated- <b>3 Points</b></li> <li>Clearly identified and properly formulated objectives and activities of the school company- <b>4 Points</b></li> <li>Clearly identified and properly formulated objectives and activities of the school company including innovative aspects- <b>5 Points</b></li> </ul>	
2	Resources (requested equipment/staff ) and related expenses for each activity are adequately presented and necessary for the execution of the project	5	<ul style="list-style-type: none"> <li>Resources <b>and</b> related expenses for each activity are not adequately presented- <b>1 point</b></li> <li>Resources <b>or</b> related expenses for each activity are not adequately presented-<b>2 points</b></li> <li>Resources and related expenses for each activity are adequately presented, but many of them are not necessary for the execution of the project- <b>3 points</b></li> <li>Resources and related expenses for each activity are adequately presented,</li> </ul>	



			<p>but some of them are not necessary for the execution of the project- <b>4 points</b></p> <ul style="list-style-type: none"> <li>Resources and related expenses for each activity are adequately presented and necessary for the execution of the project- <b>5 points</b></li> </ul>	
3	Capacity of the partner company to provide training to the teachers	5	<ul style="list-style-type: none"> <li>lack of qualified staff - <b>1 point</b></li> <li>partially qualified staff- <b>2 points</b></li> <li>qualified staff- <b>3 points</b></li> <li>qualified staff with previous experience in providing training- <b>4 points</b></li> <li>qualified staff with previous experience in providing training to teachers- <b>5 points</b></li> </ul>	
4	Program for teacher training	3	<ul style="list-style-type: none"> <li>Unclear program for teacher training- <b>1 point</b></li> <li>Partially clear program for teacher training- <b>2 points</b></li> <li>Clear and detailed teacher training program- <b>3 points</b></li> </ul>	
5	Number of teachers to undergo training	7	<ul style="list-style-type: none"> <li>up to 3 teachers- <b>1 point</b></li> <li>up to 5 teachers- <b>2 points</b></li> <li>up to 7 teachers-<b>3 points</b></li> <li>up to 10 teachers-<b>4 points</b></li> <li>up to 15 teachers-<b>5 points</b></li> <li>up to 20 teachers-<b>6 points</b></li> <li>over 21 teachers-<b>7 points</b></li> </ul>	
6	Business guidance and mentorship programme	5	<ul style="list-style-type: none"> <li>Does not satisfy basic requirement given in part 3.2.1 of the application form-<b>1 point</b></li> <li>Satisfies some of the basic requirement given in part 3.2.1 of the application form -<b>2 points</b></li> <li>Satisfies most of the basic requirement given in part 3.2.1 of the application form -<b>3 points</b></li> <li>Satisfies all basic requirement given in part 3.2.1 of the application form -<b>4 points</b></li> <li>Satisfies all basic requirement given in part 3.2.1 of the application form and includes innovative aspects-<b>5 points</b></li> </ul>	
7	Percentage of included students in relation to the total number of enrolled students in the respective sector (vocation)	7	<ul style="list-style-type: none"> <li>Up to 10%-<b>1 point</b></li> <li>Up to 20%-<b>2 points</b></li> <li>Up to 30%-<b>3 points</b></li> <li>Up to 40%-<b>4 points</b></li> <li>Up to 50%-<b>5 points</b></li> <li>Up to 60%-<b>6 points</b></li> <li>Over 60%-<b>7 points</b></li> </ul>	
8	Skills gained (vocational, soft, entrepreneurial)	3	<ul style="list-style-type: none"> <li>focuses on only one set of skills-<b>1 point</b></li> <li>focuses on two sets of skills-<b>2 points</b></li> <li>focuses on all three sets of skills-<b>3</b></li> </ul>	

			<b>points</b>	
9	Quality of consideration of anticipated risks and mitigation measures related to environmental impact of the proposed activities	3	<ul style="list-style-type: none"> <li>• Anticipated risks and mitigation measures fully correspond to the proposed activities – 3 points</li> <li>• Anticipated risks and mitigation measures do not fully correspond to the proposed activities -2 points</li> <li>• Anticipated risks and mitigation measures do not correspond to the proposed activities at all-1 point</li> </ul>	
		<b>Total (maximum 43 points)</b>		

Only applications that receive a minimum of 70% of the total score will be considered for grant award. The final decision on the number of awarded grants shall be done by the Ministry of Education and Science depending on available funds.

### **3.1.6 Negotiations and contract signature**

After the completion of the evaluation process, the Ministry of Education and Science shall reach a decision on the number of grants awarded taking into consideration the evaluation report and the available budget for each call. The process of negotiations will commence upon issuing the grant award decision, and shall be completed within 1 month. All elements of the application may be subject to negotiation between the parties without resulting in major deviation from the original substance of the application. The final agreed content of the sub-project 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 7 to the Operational Manual herein.

### **3.1.7 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 8 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 Invitation to Quote (ITQ) using sample 8.1 in Annex 8;
- Prepare a specific procurement notice using sample 8.1 in Annex 8 and send it to the SDIS PMU. The SDIS PMU will publish the notice in at least one daily newspaper with wide national circulation. In addition the grant beneficiary can also invite potential bidders in order to ensure that the requirement for obtaining at least 3 quotations is met ;
- Send the bidding document (invitation to quote-ITQ) to suppliers that request the document;
- Receive quotations by a deadline, open them and evaluate them;
- Prepare an evaluation report using sample 8.3 in Annex 8 and make recommendation for award of contract; Make sure that the requirement of comparing a minimum of three quotations has been met. If not, the grant beneficiary needs to inform the SDIS PMU Procurement Manager. In case of recommendation for contract award, a justification letter on the reasons why there was insufficient number of quotations, needs to be sent to the SDIS PMU for approval before contract award.; In case the reasons for insufficient number of quotations are not justified and/or not approved by the SDIS PMU Procurement Manager, the procurement procedure can be repeated by directly inviting potential bidders to provide their quotations. The deadline for submission should be at least 7 days from the day of issuing the request for proposal;
- Notify the successful bidder on the results of the evaluation;
- Sign Contract (included in the ITQ) using sample 8.2 in Annex 8 with the selected supplier;
- Keep the process confidential until the contract has been awarded;
- Notify all unsuccessful bidders on the contract award;
- Receive and inspect goods and make payments as per the contract and
- Keep all documents on file for at least 5 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 expressions of interest (submission of CVs) 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 qualified individuals based solely on their qualifications and experience;
- Prepare evaluation report using the form in Annex 8.4. Make sure that the requirement of comparing a minimum of three CVs has been met. If not, the grant beneficiary needs to inform the SDIS PMU Procurement Manager. In case of recommendation for contract award, a justification letter on the reasons why there was insufficient number of expressions of interest, needs to be sent to the SDIS PMU for approval before contract award;
- Notify the best qualified candidates on the results of evaluation;
- Negotiate and sign contract (sample form provided in Annex 8.5);
- Keep the process confidential until contract is awarded;
- Notify all unsuccessful candidates on the contract award;
- Keep all documents on file for at least 5 years after the end of the Project.

**Training 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 training costs and must keep all relevant documents related to payments on file for audit purposes.

**Costs towards the 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 partner company and for training expenses. 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 make payments towards the partner company based on actual expenses, supported by invoices and other relevant documentation acceptable to the school related to the activities performed by the partner company.

### 3.1.8 Financial management

The payment transfer of the funds from the grant program for Grant measure 1 Establishment of VET school companies with business guidance and mentoring 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 and other supporting documents. Funds will be transferred to grant-beneficiaries' accounts based on actual costs (invoices received) against request for payment, submission of IFRs, copies of invoices accompanied by appropriate supporting documentation (bank statements, receipts/invoices supporting the costs that have been invoiced by the partner company, delivery certificates, reports/deliverables developed under the sub-project etc.) Grant-beneficiaries' are obligated to transfer the funds to the respective supplier/consultant/business partner without unnecessary delays, once they are due for payment. In case of such delays, the subsequent transfers may be suspended.

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 MoES reserves the right to ask for return of the funds.

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

<u>Eligible Expenditures</u>	<u>Payment mechanism</u>
<ul style="list-style-type: none"> <li>• Expenditures towards the partner business company for provision of business guidance and mentoring and for costs related to the teachers training in the company</li> <li>• Expenditures for hired staff to work in the company</li> <li>• Expenditures for procurement of goods/equipment/materials</li> <li>• Training costs</li> </ul>	<p>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 financial report (IFRs), a copy of invoices and other supporting documents</p>

### 3.1.9 Reporting Obligations

Fifteen (15) days after signing the grant agreement the VET school must submit to the SDIS PMU a detailed training plan with the following information:

<b>Teacher training plan</b>			
Training module (description)	Date	No. of teachers included	Skills to be developed



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<b>Student training plan</b>					
Description of the practical training	Date	No. of students	Grade	Educational profile	Skills to be developed

In cases of modifications of this plan, the VET school must inform the SDIS PMU without any delay.

In addition, the grant beneficiaries shall submit two types of reports, i.e. progress reports and financial reports:

**A. PROGRESS REPORTS**

- Two (2) progress reports for each school semester (September-December and January-May/June ) and one (1) final report which should be submitted once the projects are finished (not later than 30 days after the completion of the project activities, i.e. by 10 July)
- Progress reports shall be submitted 15 days after each school semester, i.e. 15 January; 15 June.
- Templates for progress and final reports are given in Annex 11 and Annex 12.
- In order to measure the indicators included in the monitoring and evaluation framework which is part of the progress and final reports, evaluation forms are provided in Annex 13. Copies of these should be submitted along with the progress/final reports. The originals should be kept in the school files.

**B. FINANCIAL REPORTS (Interim unaudited Financial Reports-IFRs)**

- Two (2) financial reports (IFRs), (one for fiscal period ending 30 June and one for fiscal period ending 31 December) not later than 15 calendar days after the end of the reporting period. The financial reports shall be in accordance with the forms provided in Annex C.6 and should be submitted by 15 January and 15 July)

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 2 weeks after the submission of the reminder. If the grant beneficiaries still fail to provide the IFRs the contract termination provisions may apply.

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 measure 2: Placement of VET students for practical training in the company**

### **3.2.1 Description of the Grant measure 2**

This measure aims to allow for the students to gain knowledge about the actual process in the world of business from the very beginning of their education process. The duration of this measure is one school year.

The VET school shall ascertain a partner company that would make placement for 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> year students. The practical training should take place over the course of the entire school year. The number of practical training hours (classes) should be proposed by the grant applicant in accordance with the school syllabus (education plan).

Practical training program is to be designed primarily to increase students' vocational skills.

**Target group:** The target group are VET students from 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> 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 (approximately 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.

All materials developed under this project by the partner company must remain property of the VET schools.

### **3.2.2 Objectives of the Grant Measure 2**

Each submitted application must meet the objectives as stated below. 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
- develop career awareness and the ability to benefit from impartial and informed information and guidance;
- increase students' vocational skills;

- establish strong relations with the business partners that would provide opportunities to the companies to find employees who are more “job ready”, thereby helping to reduce their recruitment and training costs.

### **3.2.3 Application process**

In order to apply under this Grant measure the VET school shall submit the application in the form as provided in Annex 2 of this document. Submission of the application must be in hard copy at the MOES followed by an electronic version sent via email as per instructions given in the call for applications (notice).

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 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 VET students placement for practical training. These expenditures can cover training materials including training supplies, students’ safety related products, space and equipment rental, travel, accommodation and per diem costs of trainers, trainers’ fees, and other training related miscellaneous costs).

Procurement of equipment and other goods for the business partner of the VET schools is not eligible.

**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.**

### **3.2.4 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:

- 1 member from the Ministry of Education and Science
- 1 member from the VET Center
- 2 members from the Skills Development and Innovation Support Project
- 3 external members from the business community

The Evaluation Commission shall perform a two-phase evaluation of the applications. The first phase includes administrative check of application documents in accordance with the checklist below

Administrative check	YES/NO	COMMENT
1. Application form for grant measure 2 duly completed and signed		
2. Description of the agreed collaboration with the partner company submitted		
3. Profile of the partner company including biographies (CVs) of mentors submitted		
4. Proposed table for number of students included in practical training in the partner company submitted		
5. Practical training of students program submitted		
6. Proposed budget breakdown by activities and types of expenditures in accordance with the operation manual submitted		
7. Environmental screening questionnaire duly completed and signed		
8. The environmental screening results classify this application in environmental category I (World Bank category C-low risk) or environmental category II (World Bank category B-intermediate risk)		

In order to qualify for the second phase of evaluation, the applicants must be positively assessed on all aspects of the administrative check.

The second phase of evaluation will be done in accordance with the following criteria:

	Criterion	Total points	Assessment methodology	Description/comment
1	Clearly defined training methodology with properly identified goals	5	<ul style="list-style-type: none"> <li>• No clearly defined training methodology with properly identified goals – <b>1 point</b></li> <li>• Insufficiently defined training methodology with properly identified goals- <b>2 points</b></li> <li>• Partially defined training methodology with properly identified goals- <b>3 points</b></li> <li>• Clearly defined training methodology with properly identified goals- <b>4 points</b></li> <li>• Clearly defined training methodology with properly identified goals including innovative approach- <b>5 points</b></li> </ul>	



2	Resources and related expenses for each activity are adequately presented and necessary for the execution of the project	5	<ul style="list-style-type: none"> <li>• Resources <b>and</b> related expenses for each activity are not adequately presented- <b>1 point</b></li> <li>• Resources <b>or</b> related expenses for each activity are not adequately presented-<b>2 points</b></li> <li>• Resources and related expenses for each activity are adequately presented, but many of them are not necessary for the execution of the project- <b>3 points</b></li> <li>• Resources and related expenses for each activity are adequately presented, but some of them are not necessary for the execution of the project- <b>4 points</b></li> <li>• Resources and related expenses for each activity are adequately presented and necessary for the execution of the project- <b>5 points</b></li> </ul>	
3.1	Mentor 1 is <ul style="list-style-type: none"> <li>• From the relevant vocation</li> <li>• With previous experience in working with students</li> <li>• With at least 5 years of professional experience within the relevant vocation</li> </ul>	4	<ul style="list-style-type: none"> <li>• Does not meet criteria-1 point</li> <li>• Meets only one criterion- 2 points</li> <li>• Meets two of the criteria- 3 points</li> <li>• Meets all criteria- 4 points</li> </ul>	
3.2	Mentor 2 is <ul style="list-style-type: none"> <li>• From the relevant vocation</li> <li>• With previous experience in working with students</li> <li>• With at least 5 years of professional experience within the relevant vocation</li> </ul>	4	<ul style="list-style-type: none"> <li>• Does not meet criteria-1 point</li> <li>• Meets only one criterion- 2 points</li> <li>• Meets two of the criteria- 3 points</li> <li>• Meets all criteria- 4 points</li> </ul>	



3.3	Mentor 3 is <ul style="list-style-type: none"> <li>From the relevant vocation</li> <li>With previous experience in working with students</li> <li>With at least 5 years of professional experience within the relevant vocation</li> </ul>	4	<ul style="list-style-type: none"> <li>Does not meet criteria-1 point</li> <li>Meets only one criterion- 2 points</li> <li>Meets two of the criteria- 3 points</li> <li>Meets all criteria- 4 points</li> </ul>	
4	Percentage of included students in relation to the total number of enrolled students in the respective sector (vocation)	8	<ul style="list-style-type: none"> <li>Up to 10%- 1 point</li> <li>Up to 20%- 2 points</li> <li>Up to 30%- 3 points</li> <li>Up to 40%- 4 points</li> <li>Up to 50%- 5 points</li> <li>Up to 60%- 6 points</li> <li>Up to 70%-7 points</li> <li>Over 70%- 8 points</li> </ul>	
5	Quality of consideration of anticipated risks and mitigation measures related to environmental impact of the proposed activities	3	<ul style="list-style-type: none"> <li>Anticipated risks and mitigation measures fully correspond to the proposed activities – 3 points</li> <li>Anticipated risks and mitigation measures do not fully correspond to the proposed activities -2 points</li> <li>Anticipated risks and mitigation measures do not correspond to the proposed activities at all-1 point</li> </ul>	
		<b>Total: 33 points</b>		

Only applications that receive a minimum of 70% of the total score will be considered for grant award. The final decision on the number of awarded grants shall be done by the Ministry of Education and Science depending on available funds.

### 3.2.5 Negotiations and contract signature

After the completion of the evaluation process, the Ministry of Education and Science shall reach a decision on the number of grants awarded taking into consideration the evaluation report and the available budget for each call. The process of negotiations will commence upon issuing the grant award decision, and shall be completed within 1 month.. All elements of the application are subject to negotiation between the parties without resulting in major deviation from the original substance of the application. The final agreed content of the sub-project 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 7 to the Operational Manual herein.

### 3.2.6 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 a subsequent tripartite Agreement signed between the Ministry of Education and Science, VET school and partner company.

### 3.2.7 Financial management

The payment of the funds from the grant program for Grant measure 2 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 and other payment documents. Funds will be transferred to grant-beneficiaries' accounts based on actual costs (invoices received) against request for payment, submission of IFRs, copies of invoices accompanied by appropriate supporting documentation (bank statements, receipts/invoices supporting the costs that have been invoiced by the partner company, delivery certificates, reports/deliverables developed under the sub-project etc.).

Grant-beneficiaries' are obligated to transfer the funds to the respective supplier/consultant/business partner without unnecessary delays, once they are due for payment. In case of such delays, the subsequent transfers may be suspended.

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 MoES reserves the right to ask for return of the funds.

The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 2:

<b><u>Eligible Expenditures</u></b>	<b><u>Payment mechanism</u></b>
Training expenditures related to the VET students placement for practical training	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 financial reports (IFRs), a copy of invoices and other payment documents

### 3.2.8 Reporting Obligations

Fifteen (15) days after signing the grant agreement the VET school must submit to the SDIS PMU a detailed training plan with the following information:

<b>Student training plan</b>					
Description of the practical training	Date	No. of students	Grade	Educational profile	Skills to be developed

In cases of modifications of this plan, the VET school must inform the SDIS PMU without any delay

In addition, the grant beneficiaries shall submit two types of reports, i.e. progress reports and financial reports.

#### A. PROGRESS REPORTS

- Two ( 2 ) progress reports for each school semester (September-December; January-May/June) and one (1) final report which should be submitted once the projects are finished (not later than 30 days after the completion of the project activities). Progress reports shall be submitted 15 days after each school trimester, i.e. 15 January; 15 June.
- Templates for progress and final reports are given in Annex 11 and Annex 12.
- In order to measure the indicators included in the monitoring and evaluation framework which is part of the progress and final reports, evaluation forms are provided in Annex 13. Copies of these should be submitted along with the progress/final reports. The originals should be kept in the school files.

#### B. FINANCIAL REPORTS (Interim unaudited Financial Reports-IFRs)

- Two (2) financial reports (IFRs), (one for fiscal period ending 30 June and one for fiscal period ending 31 December) not later than 15 calendar days after the end of the reporting period. The financial reports shall be in accordance with the forms provided in Annex C.6 and should be submitted by 15 January and 15 July)
- 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 2 weeks after the submission of



the reminder. If the grant beneficiaries still fail to provide the IFRs the contract termination provisions may apply.

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.

### **3.3 Grant Measure 3 – Establishment of problem based learning courses for enhancement of soft skills**

#### **3.3.1 Description of Grant measure 3**

This measure should support students to develop problem solving skills and enhancement of soft skills.

The VET school shall ascertain partner company (company, group of companies, business association, educational organization or similar) 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 personnel that would deliver the courses.

The courses should be designed in a manner that would allow students to develop soft skills such as organizational skills, presentation skills, team work, project management skills, time management skills, learning by doing, decision making skills and similar.

**Target group:** The target group is all VET students regardless of the year of study and respective vocational teachers.

**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 school funds and assets. Such contribution shall be indicated in the application.

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

#### **Training of the teachers:**

The partner company shall provide training for the teachers involved in student's problem solving and soft skills development courses in order teachers to enhance their own soft skills and implement them in their teaching process or provide dissemination for school staff.

The partner company should issue certificates for successful completion of training for teachers and students respectively.

All materials developed under this project by the partner company must remain property of the VET schools.

### **3.3.2 Objective of Grant Measure 3**

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 and soft skills development courses shall contribute to

- Increased soft skills of the students;
- Increased problem solving skills of the students;
- Provide opportunities to the companies to find recruits who are more “job ready”, thereby helping to reduce their recruitment and training costs.

### **3.3.3 Application process**

In order to apply under this Grant measure the VET school shall submit the application in the form as provided in Annex 3 of this document. Submission of the application must be in hard copy at the MOES followed by an electronic version sent via email as per instructions given in the call for applications (notice).

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. These expenditures can cover training materials including training supplies, students' safety related products, space and equipment rental, travel, accommodation and per diem costs of trainers, trainers' fees, and other training related miscellaneous costs).

Procurement of equipment and other goods for the business partner of the VET schools is not eligible.

**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.**

### 3.3.4 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:

- 1 member from the Ministry of Education and Science
- 1 member from the VET Center
- 2 members from the Skills Development and Innovation Support Project
- 3 external members from the business community

The Evaluation Commission shall perform a two-phase evaluation of the applications. The first phase includes administrative check of application documents in accordance with the checklist below:

Administrative check	YES/NO	Comment
1. Application form for Grant Measure 3 duly completed and signed		
2. Description of the agreed collaboration with the partner company submitted		
3. Profile of the partner company including biographies (CVs) of trainers submitted		
4. Proposed table for number of students included in training submitted		
5. Methodology for training of students submitted		
6. Methodology for training of teachers submitted		
7. Proposed budget breakdown by activities and types of expenditures in accordance with the operational manual submitted		
8. Environmental screening questionnaire duly completed and signed		
9. The environmental screening results classify this application in environmental category I (World Bank category C-low risk) or environmental category II (World Bank category B-intermediate risk)		

In order to qualify for the second phase of evaluation, the applicants must be positively assessed on all aspects of the administrative check.

The second phase of evaluation will be done in accordance with the following criteria:



	Criterion	Total points	Assessment methodology	Description/ comment
1	Course proposal with clearly identified and properly formulated objectives and activities	5	<ul style="list-style-type: none"> <li>• Lack of clearly identified and lack of properly formulated objectives and activities- <b>1 Point</b></li> <li>• Only small portion of clearly identified and properly formulated objectives and activities- <b>2 Points</b></li> <li>• Most of the formulated objectives and activities are clearly identified and properly formulated- <b>3 Points</b></li> <li>• Clearly identified and properly formulated objectives and activities- <b>4 Points</b></li> <li>• Clearly identified and properly formulated objectives and activities including innovative aspects- <b>5 Points</b></li> </ul>	
2	Resources and related expenses for each activity are adequately presented and necessary for the execution of the project	5	<ul style="list-style-type: none"> <li>• Resources <b>and</b> related expenses for each activity are not adequately presented- <b>1 point</b></li> <li>• Resources <b>or</b> related expenses for each activity are not adequately presented-<b>2 points</b></li> <li>• Resources and related expenses for each activity are adequately presented, but many of them are not necessary for the execution of the project- <b>3 points</b></li> <li>• Resources and related expenses for each activity are adequately presented, but some of them are not necessary for the execution of the project- <b>4 points</b></li> <li>• Resources and related expenses for each activity are adequately presented and necessary for the execution of the project- <b>5 points</b></li> </ul>	
3	Capacity of the partner company to provide training	5	<ul style="list-style-type: none"> <li>• lack of qualified staff- <b>1 point</b></li> <li>• partially qualified staff- <b>2 points</b></li> <li>• qualified staff- <b>3 points</b></li> <li>• qualified staff with previous experience in providing training- <b>4 points</b></li> <li>• qualified staff with previous experience in providing training to teachers and/or students- <b>5 points</b></li> </ul>	
4	Teacher training program	3	<ul style="list-style-type: none"> <li>• No clearly defined teacher training program-<b>1 point</b></li> <li>• Partially defined teacher training program- <b>2 Points</b></li> <li>• Clearly defined teacher training program- <b>3 Points</b></li> </ul>	
5	Number of teachers to	7	<ul style="list-style-type: none"> <li>• up to 3 teachers- <b>1 Point</b></li> </ul>	



	be trained		<ul style="list-style-type: none"> <li>• up to 5 teachers- <b>2 Points</b></li> <li>• up to 7 teachers- <b>3 Points</b></li> <li>• up to 10 teachers- <b>4 Points</b></li> <li>• up to 15 teachers- <b>5 Points</b></li> <li>• up to 20 teachers- <b>6 Points</b></li> <li>• over 21 teachers-<b>7 Points</b></li> </ul>	
6	Percentage of included students in relation to the total number of enrolled students in the respective sector (vocation)	7	<ul style="list-style-type: none"> <li>• up to 10%- <b>1 point</b></li> <li>• up to 20%- <b>2 points</b></li> <li>• up to 30%- <b>3 points</b></li> <li>• up to 40%- <b>4 points</b></li> <li>• up to 50%- <b>5 points</b></li> <li>• up to 60%- <b>6 points</b></li> <li>• over 60%- <b>7 points</b></li> </ul>	
7	The trainers are with previous experience in teaching/training of students/trainers	3	1 point for each trainer that meets the criterion	
8	Quality of consideration of anticipated risks and mitigation measures related to environmental impact of the proposed activities	3	<ul style="list-style-type: none"> <li>• Anticipated risks and mitigation measures fully correspond to the proposed activities – 3 points</li> <li>• Anticipated risks and mitigation measures do not fully correspond to the proposed activities -2 points</li> <li>• Anticipated risks and mitigation measures do not correspond to the proposed activities at all-1 point</li> </ul>	
		<b>Total (maximum 38 points)</b>		

Only applications that receive a minimum of 70% of the total score will be considered for grant award. The final decision on the number of awarded grants shall be done by the Ministry of Education and Science depending on available funds.

### **3.3.5 Negotiations and contract signature**

After the completion of the evaluation process, the Ministry of Education and Science shall reach a decision on the number of grants awarded taking into consideration the evaluation report and the available budget for each call. The process of negotiation will commence upon issuing the grant award decision and shall be completed within 1 month. All elements of the application are subject to negotiation between the parties without resulting in major deviation from the original substance of the application. The final agreed content of the sub-project 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 partner company on the other.

The sample model of the contract is given in Annex 7 to the Operational Manual herein.

### **3.3.6 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 and Science, VET school and partner company.

### **3.3.7 Financial management**

The payment of the funds from the grant program for Grant measure 3 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 and other payment documents. Funds will be transferred to grant-beneficiaries' accounts based on actual costs (invoices received) against request for payment, submission of IFRs, copies of invoices accompanied by appropriate supporting documentation (bank statements, receipts/invoices supporting the costs that have been invoiced by the partner company, delivery certificates, reports/deliverables developed under the sub-project etc.).

Grant-beneficiaries' are obligated to transfer the funds to the respective supplier/consultant/business partner without unnecessary delays, once they are due for payment. In case of such delays, the subsequent transfers may be suspended.

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 MoES reserves the right to ask for return of the funds.

The following table summarizes the payment mechanisms for eligible expenditures for Grant Measure 3:



<b><u>Eligible Expenditures</u></b>	<b><u>Payment mechanism</u></b>
Training expenditures related to the VET students placement for practical training	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 financial reports (IFRs), a copy of invoices and other payment documents.

### 3.3.8 Reporting Obligations

Fifteen (15) days after signing the grant agreement the VET school must submit to the SDIS PMU a detailed training plan with the following information:

<b>Teacher training plan</b>			
Training module (description)	Date	No. of teachers included	Skills to be developed

<b>Student training plan</b>					
Description of the training	Date	No. of students	Grade	Educational profile	Skills to be developed

In cases of modifications of this plan, the VET school must inform the SDIS PMU without any delay.

In addition, the grant beneficiaries shall submit two types of reports, i.e. progress reports and financial reports

#### A. PROGRESS REPORTS

- Two (2) progress reports for each school semester (September-December; January-May/June) and one (1) final report which should be submitted once the projects are finished (not later than 30 days after the completion of the project activities- not later than 10/07). Progress reports shall be submitted 15 days after each school trimester, i.e. 15 January; 15 June.
- Templates for progress and final reports are given in Annex 11 and Annex 12.
- In order to measure the indicators included in the monitoring and evaluation framework which is part of the progress and final reports, evaluation forms are provided in Annex 13.

Copies of these should be submitted along with the progress/final reports. The originals should be kept in the school files.

#### B. FINANCIAL REPORTS (Interim unaudited Financial Reports-IFRs)

- Two (2) financial reports (IFRs), (one for fiscal period ending 30 June and one for fiscal period ending 31 December) not later than 15 calendar days after the end of the reporting period. The financial reports shall be in accordance with the forms provided in Annex C.6 and should be submitted by 15 January and 15 July)

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 2 weeks after the submission of the reminder. If the grant beneficiaries still fail to provide the IFRs the contract termination provisions may apply.

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.



## **ANNEXES**

**Annex 1: Application form for Grant Measure 1**

**Annex 2. Application form for Grant Measure 2**

**Annex 3. Application form for Grant Measure 3**

**Annex 4. Examples of In-Kind Contributions**

**Annex 5. Grant activity environmental screening questionnaire**

**Annex 6: VET Schools division of responsibilities form**

**Annex 7. Sample Model of agreements**

**Annex 8: Procurement Templates**

**Annex 9: Financial Management Templates**

**Annex 10. Draft form of evaluation sheet to be completed by industry partner companies**

**Annex 11. Progress report template**

**Annex 12. Final report template**

**Annex 13. Evaluation forms to be completed by the students, teachers, and mentors**

**Annex 14. Sample Diary for Work-Based Learning**

**Annex 15. Budget template**

**Annex 16. WB Group-IFC Exclusion List and List of activities for which a Full EIA is required per the Macedonian Law on Environment**

**Annex 17. Forms for Environmental Management Plan (including sample)**

## **Annex 1 - Application form Grant measure 1**

### **MINISTRY OF EDUCATION AND SCIENCE**

#### **Application**

**for grants for “collaboration between schools and business community”**

**Grant measure 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:	
School Principal:	
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	
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**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 and rationale for the necessity of this equipment
- 3.2.5. Describe the human resources that can be engaged in the activities in the school company(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, - Need for hiring additional staff And rationale behind the necessity of additional staff)
- 3.2.6. Total application amount(grant amount and co-financing if any)

**3.2 Cooperation with partner company (business guidance and mentorship)**

- 3.2.1 Describe the partner company (company profile, year of establishment, number of employees, main area of business, previous cooperation with VET schools for providing practical training of teachers or students, similar experience, etc). Submit at least 3 CVs of employees that will be trainers to the teachers.
- 3.2.2 Describe the agreed areas for cooperation
- 3.2.3 Describe the process of business guidance and mentorship including but not limited to: development of legal documents for establishment of the company, jobs systematization, business plan with marketing plan, development strategy, design of products/services and/or catalogue of products/services, price lists, procurement procedures, sustainability etc.
- 3.3
- 3.3.1 Describe the training program for training teachers by the partner company and list the skills and competences that would be gained by teachers (narratively explain and fill down the table below)

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



3.3.2 Other activities agreed with the partner company

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

3.4.1 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

3.5 Budget break-down (*please refer to template provided in Annex 15*)

3.6 Grant activity environmental screening questionnaire

Please fill in the questionnaire given in Annex 5. In addition please elaborate on anticipated risks and mitigation measures in relation to protection of the environment.

Submitted by:

School Principal

Approved by:

President of the School Management Board

## **Annex 2 - Application form Grant measure 2**

**MINISTRY OF EDUCATION AND SCIENCE**

**Application**

**for grants for “collaboration between schools and business community”**

**Grant measure 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:	
School Principal:	
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 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). Submit at least 3 CVs of employees that will be trainers to the students.

#### 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

#### 3.3 Budget break-down (please refer to template provided in Annex 15)





### 3.4 Grant activity environmental screening questionnaire

Please fill in the questionnaire given in Annex 5. In addition please elaborate on anticipated risks and mitigation measures in relation to protection of the environment.

Submitted by:

School Principal

Approved by:

President of the School Management Board

### **Annex 3 - Application form Grant measure 3**

#### **MINISTRY OF EDUCATION AND SCIENCE**

#### **Application**

**for grants for “collaboration between schools and business community”**

<p><b>Grant measure 3: Establishment of problem based learning courses for enhancement of soft skills</b></p>
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**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:	
School Principal:	
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).  
Submit at least 3 CVs of employees that will be trainers to the teachers and students.
- 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 soliving skills



						Other please list
--	--	--	--	--	--	-------------------

4.1.5 Describe the training program for training teachers by the partner company and list the skills and competences that would be gained by teachers (narratively explain and fill down the table 2 below)

Table 2

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

4.2 Budget breakdown (*please refer to template provided in Annex 15*)

4.3 Grant activity environmental screening questionnaire

Please fill in the questionnaire given in Annex 5. In addition please elaborate on anticipated risks and mitigation measures in relation to protection of the environment.

Submitted by:

Approved by:

Principal

President of the School Management Board



## Annex 4. Examples of In-Kind Contributions

Category	Eligible	Non-Eligible
Salaries/ Fees	<ul style="list-style-type: none"> <li>- Actual salary cost for employees that will contribute directly to the project</li> <li>- Portion of the salary of an employee assigned to fulfill duties specifically related to the project</li> </ul>	<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	

## Annex 5. Grant activity environmental screening questionnaire

### GRANT ACTIVITY ENVIRONMENTAL SCREENING QUESTIONNAIRE

<b>Name of Project (Reference number):</b>		
<b>City/Municipality:</b>		
<b>Name of applicant:</b>		
<b>Contact:</b>		
<b>ENVIRONMENTAL AND SOCIAL CHECKLIST QUESTIONNAIRE</b>		
(must be filled out and filed for every application)		
<b>CRITERIA</b>		
	<b>YES</b>	<b>NO</b>
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		
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		
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>		
<b>Proposed</b>		
Will the activity generate water effluents (wastewater) that may require special treatment, control or the		



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"> <li>• require special permits or licenses</li> <li>• require licensed or trained personnel</li> <li>• are outlawed or banned in <b>EU</b> or Western countries</li> <li>• are difficult, expensive, or hard to manage</li> <li>• are inconsistent with PPAH recommendations</li> <li>• may cause soil and water pollution or health hazards if adequate control measures are</li> </ul>		
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,</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 (School):	
Date:	
Name:	
Title:	
Sign:	
Stamp:	

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

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





**ANNEX 6. VET SCHOOL DIVISION OF RESPONSIBILITIES FORM**

SCHOOL	
PARTNER COMPANY	
GRANT MEASURE	

Responsible staff:

Staff	Name and Surname	Signature
Principal of the school		
Coordinator of the sub-project		
Officer responsible for the preparation of the IFRs		
Officer responsible for the preparation of progress reports/final report		
Officer responsible for procurement activities		

All documents prepared by the responsible officers for IFRs and progress/final reports must be controlled by the coordinator of the sub-project and approved by the school's authorized signatory.

The coordinator is responsible for coordination of activities and approval of all invoices.

Date:

Principal:

\_\_\_\_\_

\_\_\_\_\_



## ANNEX 7 – 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 properly implement all measures for mitigation and monitoring the environmental impact and other recommendations given by the SDIS Project environmental

specialists in accordance with the environmental screening and Environmental Management Plan

- to properly implement workers' / labor safety measures in accordance with national legislation
- 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 partner company (insert name) is under the obligation to fulfill all obligations as per approved application

#### Article 7

(1) This Agreement is valid for a period of twelve (12) 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

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

#### Article 14

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.

All materials developed under this project by the partner company must remain property of the VET schools.

#### 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 8: Procurement templates**

### **Annex 8.1. Procurement of goods/equipment/materials - Specific Procurement Notice (SPN) and Bidding Documents-Invitation to Quote (ITQ)**

#### **SPECIFIC PROCUREMENT NOTICE**

**Republic of Macedonia**

**[NAME OF SCHOOL]**

Contract Title: \_\_\_\_\_

Reference No. \_\_\_\_\_

The *[insert name of Grant Beneficiary]* has received financing from the Ministry of Education and Science within the World Bank funded project, i.e. Skills Development and Innovation Support Project toward the cost of the implementation of the *[insert name of grant]*, and intends to apply part of the proceeds toward payments under the contract for *[insert title of contract]*. The bidding process will be governed by the World Bank's rules and procedures."

The *[insert name of grant beneficiary]* now invites sealed bids from eligible bidders for *[insert brief description of Goods required]*.

Bidding will be conducted through the Shopping procedures as specified in the World Bank's *Guidelines: Procurement of Goods, Works and Non-Consulting Services under IBRD Loans and IDA Credits & Grants by World Bank Borrowers, January 2011* ("Procurement Guidelines"), and is open to all eligible bidders as defined in the Procurement Guidelines. The attention of interested Bidders is drawn to paragraphs 1.6 and 1.7 of the Procurement Guidelines setting forth the World Bank's policy on conflict of interest.

Interested eligible bidders may obtain further information and the bidding documents from the Skills Development and Innovation Support Project Management Unit at the Ministry of Education and Science and obtain electronic version of the bidding documents at the following address:





*Ministry of Education and Science*

Skills Development and Innovation Support Project

(Attn. Danijela Maneva-Procurement manager)

danijela.maneva@mon.gov.mk

Bids in hard copy must be delivered on or before *[insert time and date]* to the following address:

*[insert school address]*

Electronic bidding *will not* be permitted. Late bids will be rejected. There will be no public opening of bids for this procedure.



## BIDDING DOCUMENT FOR SHOPPING OF GOODS

### INVITATION TO QUOTE

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 {use the same information as in the SPN}:

\_\_\_\_\_  
\_\_\_\_\_

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 4 is: \_\_\_\_\_

7. Quotations by e-mail or fax are not acceptable.

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 Contract. 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 deadline for receipt for quotation(s) as indicated in Paragraph 6 of this Invitation to Quote.

10. Further information can be obtained from:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_

e-mail: \_\_\_\_\_

Sincerely,

\_\_\_\_\_



## FORM OF QUOTATION

\_\_\_\_\_ (Date)

To: -----

(insert address)

We offer to execute the \_\_\_\_\_ (Purchaser to fill name and number of Contract) in accordance with the Terms and Conditions of Supply accompanying this Quotation for the Contract Price of \_\_\_\_\_ (amount in words and numbers) (\_\_\_\_\_) (name of currency) \_\_\_\_\_. We propose to complete the delivery of Goods described in the bidding documents (invitation to quote) within a period of \_\_\_\_\_ calendar days from the Date of Signing of the Contract.

We understand that you are not bound to accept the lowest or any Quotation you receive.

We hereby confirm that this Quotation complies with the Validity of the Quotation required by the bidding documents (invitation to quote).

Authorized Signature: \_\_\_\_\_

Name and Title of Signatory \_\_\_\_\_

\_\_\_\_\_

Name of Supplier: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

Phone Number \_\_\_\_\_

E-mail \_\_\_\_\_

Fax Number, if any \_\_\_\_\_

## 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 60 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}

7. Validity period: The Quotation shall be valid for 45 days from the deadline for receipt of quotations.

8. Failure to Perform: The Purchaser may cancel the Contract 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 8.2 - Draft Contract

### FORM OF CONTRACT

THIS AGREEMENT number \_\_\_\_\_ made on \_\_\_\_\_, between \_\_\_\_\_ (hereinafter called "the Purchaser") on the one part and \_\_\_\_\_ (hereinafter called "the Supplier") on the other part.

WHEREAS the Purchaser has invited quotation for procurement of \_\_\_\_\_ (insert) to be supplied by Supplier, viz. Contract \_\_\_\_\_ for \_\_\_\_\_ (hereinafter called "Contract") and has accepted the Quotation by the Supplier for the supply of goods under Contract at the sum of \_\_\_\_\_ (\_\_\_\_\_ ) hereinafter called "the Contract Price".

NOW THIS AGREEMENT WITNESSETHES as follows:

1. The following documents shall be deemed to form and be read and construed as part of this agreement, viz:
  - a) Form of Quotation; Term and Conditions of Supply, Technical Specification;
  - b) Addendum (if applicable);
2. Taking into account payments to be made by the Purchaser to the Supplier as hereinafter mentioned, the Supplier hereby concludes an Agreement with the Purchaser to execute and complete the supply of Contract and remedy any defects therein in conformity with the provisions of Contract.
3. The Purchaser hereby covenants to pay in consideration of the goods supply and acceptance of Contract and remedying of defects therein, the Contract Price in accordance with Payment Conditions prescribed by Contract.

#### **4. Termination**

##### 4.1 Termination for Default

- (a) The Purchaser, without prejudice to any other remedy for breach of Contract, by written notice of default sent to the Supplier, may terminate the Contract in whole or in part:
  - (i) if the Supplier fails to deliver any or all of the Goods within the period specified in the Contract, or within any extension thereof granted.
  - (ii) if the Supplier fails to perform any other obligation under the Contract; or

- (iii) if the Supplier, in the judgment of the Purchaser has engaged in fraud and corruption, as defined in Clause 5 below, in competing for or in executing the Contract.

(b) In the event the Purchaser terminates the Contract in whole or in part, the Purchaser may procure, upon such terms and in such manner as it deems appropriate, Goods or Related Services similar to those undelivered or not performed and the Supplier shall be liable to the Purchaser for any additional costs for such similar Goods or Related Services. However, the Supplier shall continue performance of the Contract to the extent not terminated.

#### 4.2 Termination for Insolvency.

- (a) The Purchaser may at any time terminate the Contract by giving notice to the Supplier if the Supplier becomes bankrupt or otherwise insolvent. In such event, termination will be without compensation to the Supplier, provided that such termination will not prejudice or affect any right of action or remedy that has accrued or will accrue thereafter to the Purchaser.

#### 4.3 Termination for Convenience.

- (a) The Purchaser, by notice sent to the Supplier, may terminate the Contract, in whole or in part, at any time for its convenience. The notice of termination shall specify that termination is for the Purchaser's convenience, the extent to which performance of the Supplier under the Contract is terminated, and the date upon which such termination becomes effective.
- (b) The Goods that are complete and ready for shipment within twenty-eight (28) days after the Supplier's receipt of notice of termination shall be accepted by the Purchaser at the Contract terms and prices. For the remaining Goods, the Purchaser may elect:
  - (i) to have any portion completed and delivered at the Contract terms and prices; and/or
  - (ii) to cancel the remainder and pay to the Supplier an agreed amount for partially completed Goods and Related Services and for materials and parts previously procured by the Supplier

### **Fraud and Corruption**

5. If the Purchaser determines that the Supplier and/or any of its personnel, or its agents, or its Subcontractors, consultants, service providers, suppliers and/or their employees has engaged in corrupt, fraudulent, collusive, coercive or obstructive practices (as defined in the prevailing Bank's sanctions procedures), in competing for or in executing the Contract, then the Purchaser may, after giving 14 days notice to the Supplier, terminate the Supplier's employment under the Contract and cancel the contract, and the provisions of Clause 4 shall apply as if such expulsion had been made under Sub-Clause 4.1.

### **6. Inspections and Audits**





6.1 The Supplier shall carry out all instructions of the Purchaser which comply with the applicable laws where the destination is located

The Supplier shall permit, and shall cause its Subcontractors and consultants to permit, the Bank and/or persons appointed by the Bank to inspect the Supplier's offices and all accounts and records relating to the performance of the Contract and the submission of the bid, and to have such accounts and records audited by auditors appointed by the Bank if requested by the Bank. The Supplier's and its Subcontractors and consultants' attention is drawn to Clause 5 Fraud and Corruption, which provides, inter alia, that acts intended to materially impede the exercise of the Bank's inspection and audit rights constitute a prohibited practice subject to contract termination (as well as to a determination of ineligibility pursuant to the Bank's prevailing sanctions procedures).

**Signature and seal of the Supplier:**

FOR AND ON BEHALF OF

\_\_\_\_\_  
Name of Authorized Representative

**Signature and seal of the Purchaser:**

FOR AND ON BEHALF OF

\_\_\_\_\_  
Name of Authorized Representative



### Annex 8. 3. 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 recommended 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 8.4: 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 8.5: 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 (PLEASE INSERT)**

**ANNEX B - CONSULTANT'S REPORTING OBLIGATIONS (PLEASE INSERT)**

**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): -----

***ATTACH CURRICULUM VITAE  
(CV)***

## **Annex 9: Financial Templates**

### 9.1 Interim Un-Audited Financial Report Forms

<b>Uses of Funds by Project Activity</b>									
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
<b>Activity</b>									
Contract 1									
Contract 2									
Contract 3									
contract 4									
contract 5									
contract 6									
Payments without contract									
Operating Cost									
<b>Total:</b>									
Prepared by/Date:									
Approved by/Date:									
School stamp:									

<b>Project Cash Receipts &amp; Payments</b>									
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
<b>Sources of Funds</b>									
Counterpart Funds from School									
MOES Grant									
<b>Total</b>									
<b>Uses of Funds</b>									
<b>Financed by MOES</b>									
Activity 1									
Activity 2									
<b>Sub-total financed by the WB</b>									
<b>Financed by School</b>									
Activity 1									
Activity 2									
<b>Sub-total financed by the school</b>									
<b>Total uses of funds</b>									
<b>TOTAL:</b>									
<b>Net increase/(Decrease) in cash flow</b>									

<b>Bank Balances beginning of period</b>									
<b>Bank Balances end of period</b>									
Prepared by/Date:									
Approved by/Date:									
School stamp:									

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

## 9.2 Request for payment template

To: Ministry of Education and Science

Skills Development and Innovation Support Project

Street: Sv.Kiril i Metodij no.54

1000 Skopje

Subject: Request for payment according to the grant agreement no. \_\_\_\_\_ from \_\_\_\_\_, MoES, archive number. \_\_\_\_\_ from \_\_\_\_\_

Dear,

\_\_\_\_\_ Name of the school \_\_\_\_\_ has signed grant agreement no. \_\_\_\_\_ from \_\_\_\_\_, MoES, Archive number \_\_\_\_\_ from \_\_\_\_\_ with the Ministry of Education and Science - Skills Development and Innovation Support Project according to the grant program for collaboration between business community and schools. For the purpose of payment of the obligations of the received invoices for realized costs according to the funds stipulated in the grant agreement and the budget sub-project, we request for payment in the amount of \_\_\_\_\_ mkd towards the account bank number \_\_\_\_\_, Program \_\_\_\_\_, Revenue acc.no. \_\_\_\_\_, \_\_\_\_\_ Name of the school \_\_\_\_\_.

The submitted invoices and supporting documentation refer to the realized activities under the grant agreement.

Yours sincerely,

Attachment: \*<sup>2</sup>

- Unaudited financial report
- Copies of invoices, delivery certificates, and receipts
- Copies of bank statements
- Copies of report deliverables from the business partner
- Copies of evidence forms from the training sessions

First and last name of the School Principal

---

School stamp

---

<sup>2</sup> Documents would be stipulated according to the submitted documents with the request for payment

**ANNEX 10: 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
--------------	--------------	---------	-------------	-------

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
--------------	--------------	---------	-------------	--------

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?

## Annex 11. PROGRESS REPORT TEMPLATE

School	
Director	
Date of preparation	
Report for the following period:	1. September-December 2. January-May/June - <sup>3</sup>
Grant measure:	

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)	
Summary of the course evaluation sheets filled in by the VET students for each school trimester	

**Mandatory section to be included related to practical training of students (supported by signed training participants' lists):**

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 % of all school students	List the skills gained
						Vocational skills
						Transversal skills
						Entrepreneur skills

<sup>3</sup> Progress reports shall be submitted 15 days after each school semester, i.e. 15 January; 15 June.

**Summary of teacher training activities for each school trimester (narrative and 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 school teachers	List the competences gained

### Monitoring and evaluation framework

**(Measure 1: Setting up a school company within the VET school through business guidance and mentoring)**

School:

Grant measure:

Indicator	Base line	Target values				Measurement period	Data Source/ methodology	Responsibility for Data Collection	Comment
		1 semester	2 semester						
% of included students in the activities of the real company	0	100%	100%			Each semester	Evaluation sheets,	Project team (school staff and partner company staff)	Total number of students included in the activities of the real company/Total number of students given in the application x 100
% of included teachers in the trainings	0	100%	100%			semester/s planned for training of the teacher	Evaluation sheets, list of evidence	Project team (school staff and partner company staff)	Total number of teachers included in the trainings/Total number of teachers given in the application x 100
% of successfully finished training by the students		1 semester	2 semester						

(gained skills)	0	100%	100%			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
% of student's satisfaction of the trainings	0	1 semester	2 semester			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						
% of teachers satisfaction of the trainings	0	1 semester	2 semester			semester/s planned for training of the teacher	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						

Date:

Prepared by:

Principal:

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Stamp

## Monitoring and evaluation framework

### (Measure 2: Placement of VET students for practical training in the company)

School:

Grant measure:

Indicator	Baseline	Target values				Measurement period	Data Source/ methodology	Responsibility for Data Collection	Comment
		1 semester	2 semester						
% of included students in the training	0	100%	100%			Each semester	Evaluation sheets,	Project team (school staff and partner company staff)	Total number of students included in the training/Total number of students given in the application x 100
% of successfully finished training by the students (gained skills)	0	100%	100%			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X 100
% of student's satisfaction of the trainings	0	100%	100%			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X

									100

Date:

Prepared by:

Principal:

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Stamp

## Monitoring and evaluation framework

### (Measure 3: Establishment of problem based learning courses for enhancement of soft skills)

School:

Grant measure:

Indicator	Baseline	Target values				Measurement period	Data Source/ methodology	Responsibility for Data Collection	Comment
		1 semester	2 semester						
% of included students in the course	0	100%	100%			Each semester	Evaluation sheets,	Project team (school staff and partner company staff)	Total number of students included in the course/Total number of students given in the application x 100
% of included teachers in the trainings	0	100%	100%			semester /s planned for training of the teacher	Evaluation sheets, list of evidence	Project team (school staff and partner company staff)	Total number of teachers included in the trainings/Total number of teachers given in the application x 100
% of		1	2 semester						



successfully finished training by the students (gained skills)		semester	r			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
	0	100%	100%						
% of student's satisfaction of the trainings	0	1 semester	2 semester			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						
% of teachers satisfaction of the trainings	0	1 semester	2 semester			semester/s planned for training of the teacher	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						

Date:

Prepared by:

Principal:

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## Annex 12. FINAL REPORT TEMPLATE

School	
Director	
Date of preparation	
Report for the following period:	School year 2019/2020 <sup>4</sup>
Grant measure:	

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, additional activities, activities not implemented)	
Disbursement (payments occurred during the reporting period per each category of costs as budgeted)	
VET school view on whether the program is found useful by the stakeholders and if there is a need for any revision	
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 partner company shall fill in the questionnaire provided in Annex 10). -	

### Summary of teacher training activities (narrative and the table below, supported by signed training participants lists)

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

<sup>4</sup> Final report should be submitted once the project is finished (not later than 30 days after the completion of the project activities – not later than 10/07).

			expected to be trained as presented in the grant application		

**Summary of the course evaluation sheets filled in by the VET students after completion of the training course**

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

## Monitoring and evaluation framework

**(Measure 1: Setting up a school company within the VET school through business guidance and mentoring)**

School:

Grant measure:

Indicator	Base line	Target values				Measurement period	Data Source/ methodology	Responsibility for Data Collection	Comment
		1 semester	2 semester						
% of included students in the activities of the real company	0	100%	100%			Each semester	Evaluation sheets,	Project team (school staff and partner company staff)	Total number of students included in the activities of the real company/Total number of students given in the application x 100
% of included teachers in the trainings	0	100%	100%			semester s planned for training of the teacher	Evaluation sheets, list of evidence	Project team (school staff and partner company staff)	Total number of teachers included in the trainings/Total number of teachers given in the application x 100
% of		1	2 semester						

successfully finished training by the students (gained skills)		semester	r			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
	0	100%	100%						
% of student's satisfaction of the trainings	0	1 semester	2 semester			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						
% of teachers satisfaction of the trainings	0	1 semester	2 semester			semester /s planned for training of the teacher	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						

Date:

Prepared by:

Principal:

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Stamp

## Monitoring and evaluation framework

### (Measure 2: Placement of VET students for practical training in the company)

School:

Grant measure:

Indicator	Base line	Target values				Measurement period	Data Source/ methodology	Responsibility for Data Collection	Comment
		1 semester	2 semester						
% of included students in the training	0	1 semester	2 semester			Each semester	Evaluation sheets,	Project team (school staff and partner company staff)	Total number of students included in the training/Total number of students given in the application x 100
		100%	100%						
% of successfully finished training by the students (gained skills)	0	1 semester	2 semester			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						
% of student's satisfaction of the trainings	0	1 semester	2 semester			Each	Evaluation sheets	Project team (school staff and partner)	Total average grade (from all

		100%	100%			semester		company staff)	evaluation sheets)/5X100

Date:

Prepared by:

Principal:

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Stamp

### Monitoring and evaluation framework

#### (Measure 3: Establishment of problem based learning courses for enhancement of soft skills)

School:

Grant measure:

Indicator	Base line	Target values				Measurement period	Data Source/ methodology	Responsibility for Data Collection	Comment
		1 semester	2 semester						
% of included students in the course	0	100%	100%			Each semester	Evaluation sheets,	Project team (school staff and partner company staff)	Total number of students included in the course/Total number of students given in the application x 100
% of included teachers in the trainings	0	100%	100%			semester /s planned for training of the teacher	Evaluation sheets, list of evidence	Project team (school staff and partner company staff)	Total number of teachers included in the trainings/Total number of teachers given in the application x 100
% of		1	2						



successfully finished training by the students (gained skills)		semester	semester			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
	0	100%	100%						
% of student's satisfaction of the trainings	0	1 semester	2 semester			Each semester	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						
% of teachers satisfaction of the trainings	0	1 semester	2 semester			semester /s planned for training of the teacher	Evaluation sheets	Project team (school staff and partner company staff)	Total average grade (from all evaluation sheets)/5X100
		100%	100%						

Date:

Prepared by:

Principal:

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Stamp

**Annex 13. Evaluation forms to be completed by the students, teachers, and mentors**

**LIST OF PARTICIPANTS (STUDENTS)**

**FORM 1:**

**List of students:**

Nu mb er.	Name and Surname	date	date	date	date	date	date
		signatu re	signatu re	signatu re	signatu re	signatu re	signatur e
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							
15.							
16.							
17.							
18.							
19.							
20.							

**FORM 2:<sup>5</sup>**

**LIST OF PARTICIPANTS (TEACHERS)**

**List of teachers:**

Nu mb er.	Name and Surname	date	date	date	date	date	date
		signature	signature	signature	signature	signature	signature
1.							
2.							
3.							
4.							
5.							
6.							
7.							
8.							
9.							
10.							
11.							
12.							
13.							
14.							
15.							
16.							
17.							
18.							
19.							
20.							

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<sup>5 5</sup> This form shall be used only for grant measure 1 and grant measure 3

**FORM 3**

**Evaluation of the training by the student:**

Name and Surname of the student \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Number		1	2	3	4	5
1.	Please evaluate your knowledge after completion of the training in the school company/practical training/training course.	1	2	3	4	5
2.	How interesting and interactive was the training?	1	2	3	4	5
3.	Have you been provided with all the conditions for holding the training in the school company/practical training/training course?	1	2	3	4	5
4.	How satisfied are you with your mentor?	1	2	3	4	5
5.	Please evaluate if classes were well organized and ready?	1	2	3	4	5
6.	Please evaluate if classes were held regularly, in accordance with the planned dynamics	1	2	3	4	5
7.	How much this training was helpful for you?	1	2	3	4	5
8.	How would you evaluate the training in general?	1	2	3	4	5
9.	Please evaluate the gained skills during the training in term of future employability (labor market)	1	2	3	4	5
10.	If you have further remarks and suggestions, please include:					

1-unsatisfactory, 2- satisfactory, 3-good, 4-very good, 5-excellent.

Overall satisfaction of the student from the training is<sup>6</sup>: \_\_\_\_\_

Mentor \_\_\_\_\_

Mentor signature \_\_\_\_\_

Date \_\_\_\_\_

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<sup>6</sup> Please add average grade

**FORM 4<sup>7</sup>**

**Evaluation of the training by the teachers:**

Name and Surname of the teacher \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Number						
1.	Please evaluate your knowledge after completing of the teachers training	1	2	3	4	5
2.	How interesting and interactive was the training?	1	2	3	4	5
3.	Have you been provided with all the conditions for holding the teachers training?	1	2	3	4	5
4.	How satisfied are you with your trainer?	1	2	3	4	5
5.	Please evaluate if training was well organized and ready?	1	2	3	4	5
6.	Please evaluate if classes were held regularly, in accordance with the planned dynamics	1	2	3	4	5
7.	How much this training was helpful for you?	1	2	3	4	5
8.	Please evaluate the skills gained during the training in terms of their value in improvement of your teaching skills	1	2	3	4	5
9.	If you have further remarks and suggestions, please include:					

<sup>7</sup> This form shall be used only for grant measure 1 and grant measure 3

1-unsatisfactory,2-satisfactory, 3-good, 4-very good, 5-excellent.

Overall satisfaction of the teacher from the training is<sup>8</sup>: \_\_\_\_\_

Mentor \_\_\_\_\_

Mentor signature \_\_\_\_\_

Date \_\_\_\_\_

---

<sup>8</sup> Please add the average grade

**FORM 5**

**Evaluation of the student by the mentor/teacher:**

Name and Surname of the student \_\_\_\_\_

Date \_\_\_\_\_ Signature \_\_\_\_\_

Number.	Evaluation criteria					
1.	Technical knowledge: The student has knowledge of the field for which he/she is educated.	1	2	3	4	5
2.	Practical competences: The student successfully performs all tasks assigned.	1	2	3	4	5
3.	Learning Capability: The student learned new things.	1	2	3	4	5
4.	Work interest: The student often asked questions and showed interest in work.	1	2	3	4	5
5.	Taking an Initiative: The student asked to work and showed an initiative when doing things.	1	2	3	4	5
6.	Communication Skills: The student clearly expressed and could follow instructions.	1	2	3	4	5
7.	Teamwork: The student cooperated with others and showed that he can successfully work in the team.	1	2	3	4	5
8.	Accuracy: The student arrived on time and performed the assigned tasks on time.	1	2	3	4	5
9.	Overall progress: The student showed progress and personal development during the training.	1	2	3	4	5
10.	If you have further remarks regarding the progress of the student, please indicate:					

1-unsatisfactory, 2- satisfactory, 3-good, 4-very good, 5-excellent.

The general conclusion about gained skills of the students is<sup>9</sup>: \_\_\_\_\_

Mentor \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

<sup>9</sup> Please add average grade



## Annex 14. Sample Diary for Work-Based Learning

		<b>Diary for work-based learning</b>	
	<b>Part 1</b>	<b>Preparation for Work based learning experience</b>	
		1.	Job Description
		2.	Plan for Internship according to company procedures
		3.	Introduction
		4.	Weekly work plan
	<b>Part 2</b>	<b>Administrative information</b>	
		1.	Student's details
		2.	Employer's details
		3.	Documentation
		4.	General skills for job preparedness
	<b>Part 3</b>	<b>Notes for work-based learning</b>	
		1.	Company's Overview
		2.	Job tasks rotation evidence
		3.	Attended ,meetings evidence
		4.	Evidence of equipment and materials
		5.	Acquired skills evidence
		6.	Comments on company's operations
	<b>Part 4</b>	<b>Employer confirmation and mentorship's notes</b>	
		1.	Confirmation of tasks done
		2.	Evidence of Mentor's visits
	<b>Part 5</b>	<b>Comments on work-based learning experience a</b>	
		1.	Internship fellow comments on WBL
		2.	Employer's comments on WBL
		3.	Comments from advisor of National Employment Agency

## Student's Daily report

Name \_\_\_\_\_

Practical training in Company :  Mentor	Date from _____ to _____
<i>Daily plan for tasks</i>	
<i>Course of the student's task</i>	
<i>New learnt things for</i> <ol style="list-style-type: none"> <li>1. Tools</li>   <li>2. Working process</li>   <li>3. Products by jobs done</li> </ol>	
<i>Repetition and exercises from previous day :</i>	
<i>Mark the satisfaction level form today practical training.</i>	<ol style="list-style-type: none"> <li>1. unsatisfied</li> <li>2. less satisfied</li> <li>3. rather satisfied satisfied5. very satisfied</li> </ol>
<i>Brief justification of the selected satisfaction level from todeay practical training</i>	

Date \_\_\_\_\_

Signature

\_\_\_\_\_

## Annex 15: Budget template

Detailed budget per budget lines for					
Number	Budget lines	Description	Unit price	Quantity	Total price
A	<b>Procurement of equipment, goods and materials<sup>10</sup></b>				0
1	Description of the equipment, goods and materials	IRIMO 177 парчиња	51.000,00 den.	1	51.000,00 den.
2	Working suits	Working suits	2.000,00 den.	20	40.000,00 den.
3					- den.
4					- den.
		Total			91.000,00 den.

B	<b>Costs for remuneration for business guidance and mentorship for the partner company (maximum 15% of the total budget allocated for implementation of the business idea/ deliverables in form of reports and documents)<sup>11</sup></b>				
1.	Costs for guidance to be provided in the design of products/services and/or catalogue of products/services) / deliverable of catalog of products and price list	Deliverable of catalog of products and price list	20.000,00 den.	1	20.000,00 den.
	Costs for mentorship to be provided (legal form, job systematization, production capacities, strategy, procurement procedures, business plan including marketing plan for at least 1 year	Deliverable of legal form documents and strategy plan of the school company	50.000,00 den.	1	50.000,00 den.
2.	Costs for mentorship to be provided (legal form, job systematization, production capacities, strategy, procurement procedures, business plan including marketing plan for at least 1 year	Deliverable of marketing and buissness plan of the school company	50.000,00 den.	1	50.000,00 den.
C	<b>Training costs (maximum 10% of the total budget allocated for implementation of the buissness idea) These costs can cover training materials including trainees' safety related products, space and equipment rental, travel,</b>				

<sup>10</sup> Costs applicable only for Grant measure 1

<sup>11</sup> Costs applicable only for Grant measure 1

	<b>accomodation and per diem costs of trainees and trainers, trainers' fees and other training related miscellaneous costs<sup>12</sup></b>				
1	Costs for deliverable of training materials	Design of training materials	30.000,00 den.	1	30.000,00 den.
2	Costs for space and equipment rental	Projector (rental for one month)	10.000,00 den.	1	10.000,00 den.
3	Costs related to the training (materials: fotocopy paper, hendauts, cars pens, markers)	Fotocopy paper A4	186,00 den.	piece	186,00 den.
4	Costs related to the training (insurance of the studnets placed in training)	Insurance of the studnets placed in training (30 students)	100,00 den.	30	3.000,00 den.
5	Travel costs (travel by bus or other organized travel from a travel company) for students	Travel bu bus relation Prilep - Bitola - Prilep (30 students)	6.000,00 den.	1	6.000,00 den.
6	Travel costs (travel - fuel and paytolls) for trainers	Costs for travel by bus relation Prilep - Bitola - Prilep(fuel per km 40km /20% of the price of fuel/per liter and pay tolls)	512,00 den.	1	512,00 den.
7	Trainers' fees (4 days/one day training, Name of the trainers)	Name and sur-name of the trainers; 10 students*10 days*250 mkd	2.500,00 den.	1	2.500,00 den.
D	<b>Remuneration costs for the hiring of individual consultants for the needs of the operation of the school company for a period of maximum 12 months, if needed (maximum 15% of the total budget allocated for implementation of the business idea<sup>13</sup></b>				
1	One individual consultant	One individual consulatant / Contract for 6 months	15.000,00 den.	6	90.000,00 den.
2	One individual consultant	One individual consulatant / Contract for 6 months	15.000,00 den.	6	90.000,00 den.
				Total	263.198,00 den.

<sup>12</sup> Costs applicable for all Grant measures

<sup>13</sup> Costs applicable only for Grant measure 1

**Annex 16. WB Group-IFC Exclusion List and List of activities for which a Full Environmental Impact Assessment is required per the Macedonian Law on Environment** (*activities not eligible for financing*)

**(a) IFC- EXCLUSION LIST:**

- Production or trade in any product or activity deemed illegal under host country law or regulations or international conventions and agreements, or subject to international bans, such as pharmaceuticals, pesticides/herbicides, ozone depleting substances, polychlorinated biphenyls (PCBs), wildlife or products regulated under CITES
- Production or trade in weapons or munitions
- Production or trade in alcoholic beverages (excluding beer and wine)
- Production or trade in tobacco
- Gambling, casinos, and equivalent enterprises
- Production or trade in radioactive materials (this does not apply to the purchase of medical equipment, quality control (measurement) equipment and any equipment where the IFC considers the radioactive source to be trivial and/or adequately shielded)
- Production or trade in unbounded asbestos fibers. This does not apply to purchase and use of bonded asbestos cement sheeting where the asbestos content is less than 20%.
- Drift net fishing in the marine environment using nets in excess of 2.5 km in length
- Production or activities involving harmful or exploitive forms of forced labor/harmful child labor
- Commercial logging operations for use in primary tropical moist forest
- Production or trade in wood or other forestry products other than from sustainably managed forests
- Production or activities involving harmful or exploitive forms of forced labor/harmful child labor
- Production, trade, storage, or transport of significant volumes of hazardous chemicals, or commercial scale usage of hazardous chemicals (includes gasoline, kerosene, and other petroleum products)
- Production or activities that impinge on the lands owned, or claimed under adjudication, by indigenous peoples, without full documented consent of such peoples

**(b) MACEDONIAN LEGISLATION – LIST FOR WHICH FULL ENVIRONMENTAL IMPACT ASSESSMENT IS MANDATORY**

- Crude-oil refineries (excluding undertakings manufacturing only lubricants from crude oil) and installations for the gasification and liquefaction of 500 tonnes or more of coal or bituminous shale per day. Thermal power stations and other combustion installations with a heat output of 300 megawatts or more.
- Installations designed:
  - for the processing of high-level radioactive waste,
  - solely for the final disposal of radioactive waste,
  - solely for the storage (planned for more than 10 years) of irradiated nuclear fuels or radioactive waste in a different site than the production site.
    - Integrated works for the initial smelting of cast-iron and steel;
  - Installations for the production of non-ferrous crude metals from ore, concentrates or secondary raw materials by metallurgical, chemical or electrolytic processes.
    - Installations for the extraction of asbestos and for the processing and transformation of asbestos and products containing asbestos: for asbestos-cement products, with an annual

production of more than 20 000 tonnes of finished products, for friction material, with an annual production of more than 50 tons of finished products, and for other uses of asbestos, utilization of more than 200 tons per year.

- Integrated chemical installations, i.e. those installations for the manufacture on an industrial scale of substances using chemical conversion processes, in which several units are juxtaposed and are functionally linked to one another and which are:

- (i) for the production of basic organic chemicals;

- (ii) for the production of basic inorganic chemicals;

- (iii) for the production of phosphorous-, nitrogen- or potassium-based fertilizers (simple or compound fertilizers);

- (iv) for the production of basic plant health products and of biocides;

- (v) for the production of basic pharmaceutical products using a chemical or biological process;

- (vi) for the production of explosives.

- Activities such as

- (a) Construction of lines for long-distance railway traffic and of airports with a basic runway length of 2 100 m or more;

- (b) Construction of motorways and express roads;

- (c) Construction of a new road of four or more lanes, or realignment and/or widening of an existing road of two lanes or less so as to provide four or more lanes, where such new road, or realigned and/or widened section of road would be 10 km or more in a continuous length.

- Waste disposal installations for the incineration and chemical treatment.

- Groundwater abstraction or artificial groundwater recharge schemes where the annual volume of water abstracted or recharged is equivalent to or exceeds 10 million cubic meters.

- Activities such as

- (a) Works for the transfer of water resources between river basins where this transfer aims at preventing possible shortages of water and where the amount of water transferred exceeds 100 million cubic meters/year;

- (b) In all other cases, works for the transfer of water resources between river basins where the multi-annual average flow of the basin of abstraction exceeds 300 million cubic metres/year and where the amount of water transferred exceeds 10 % of this flow. In both cases transfers of piped drinking water are excluded.

- Waste water treatment plants with a capacity exceeding 100 000 population.

- Dams and other installations designed for the holding back or permanent storage of water, where a new or additional amount of water held back or stored exceeds 10 million cubic meters.

- Pipelines for the transport of gas, oil or chemicals with a diameter of more than 800 mm and a length of more than 40 km.

- Installations for the intensive rearing of poultry or pigs with more than:

- (a) 85 000 places for broilers, 40 000 places for hens;

- (b) 2 000 places for production pigs (over 30 kg); or

- (c) 700 places for sows.

- Industrial plants for the

- (a) production of pulp from timber or similar fibrous materials;

- (b) production of paper and board with a production capacity exceeding 200 tonnes per day.

- Quarries and open-cast mining where the surface of the site exceeds 25 hectares, or peat extraction, where the surface of the site exceeds 150 hectares.

- Construction of overhead electrical power lines with a voltage of 110 kV or more and a length of more than 15 km.

- Installations for storage of petroleum, petrochemical, or chemical products with a capacity of 200 000 tonnes or more.

- Introduction of new species

**Annex 17. Forms for Environmental Management Plan including sample** *(required for projects assigned with environmental category II/ WB category B-intermediary risk)*

**I. MITIGATION PLAN**

Phase	Issue	Mitigating Measure	Cost of Mitigation (If Substantial)	Responsibility	Supervision observation and comments (to be filled out during supervision)

**II. MONITORING PLAN**

<b>Phase</b>	<b>What parameter is to be monitored?</b>	<b>Where is the parameter to be monitored?</b>	<b>How is the parameter to be monitored/ type of monitoring equipment?</b>	<b>When is the parameter to be monitored- frequency of measurement or continuous?</b>	<b>Monitoring Cost What is the cost of equipment or contractor charges to perform monitoring?</b>	<b>Responsibility</b>	<b>Supervision, observation and comments (to be filled out during supervision with reference to adequate measuring reports)</b>

**III. WORKERS'/ LABOR SAFETY MEASURES** (in accordance with national legislation)

The following workers'/labor safety measures shall be implemented:

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**SAMPLE ENVIRONMENTAL MANAGEMENT PLAN: USE OF SOLAR PANELS IN ELECTRICAL POWER PRODUCTION  
(EXAMPLE ONLY)**

**I. MITIGATION PLAN**

Phase	Issue	Mitigating Measure	Cost of Mitigation (If Substantial)	Responsibility	Supervision observation and comments (to be filled out during supervision)
Design phase	Certain solar cells may require more energy and raw materials to produce, or may use hazardous and harmful materials in their production	<ul style="list-style-type: none"> <li>• Obtain sufficient information from producer</li> <li>• Look for certificates or statements how the panels are produced</li> <li>• Select the more "environmentally friendly option"</li> </ul>	Variation in costs of panels may be incurred	The Grant recipient	
Design phase	Placement of solar panels on rooftops or buildings in populated areas may have an aesthetic impact or may impact a monument or protected building	Careful siting of the panels Ensure that the building is not a historical site, that there are no special instructions as to the facade and appearance, ensure all relevant authorities have been notified and their advice sought	N/A	The Grant recipient	
Design phase	Placement of solar panels in natural areas needs to be carefully designed in order to minimize the aesthetic impact and land disturbance, including	Ideally the solar panels would be placed in a remote area that is barren and not under use of any kind. In addition, the site	This may have an impact on the overall design of the project and may therefore	The Grant recipient	



	impacts from high temperature or magnetic fields from the panels/wiring	would not be close to any protected areas, grazing lands or important habitats as well as sensitive recipients /groundwater, surface water	incur some additional costs		
Construction	Dust, noise, emissions and vibrations generated during construction activities may be a nuisance to nearby human or animal populations	Try to limit noise and works to intervals Do not allow machinery to idle Water down working areas to limit dust generation	Minor Cost of water tank to come on site: 150-250 EUR	Contractor /Grant recipient	
Construction	Leaks or spills from machinery may negatively impact the soil and groundwater	Spill control mechanism will be in place Machinery used will not be serviced or repaired on site	Min or none	Contractor /Grant recipient	
Construction	Improper waste management may pollute the environment and pose a threat to the animals in the vicinity of the site	Ensure rapid collection of wastes to avoid scattering All wastes generated will be disposed of at an authorized landfill site There will be no open burning of wastes	Disposal at an authorized site for 1 ton (with 50 km transport): 150 EUR	Contractor /Grant recipient	
Operation	Use of pesticides or other hazardous chemicals to treat or to clean the solar panels will impact the surrounding environment	Use compounds that are environmentally friendly Ensure no leaks on the surrounding areas Proper storage of chemicals on leak-proof surfaces and use only by trained professional staff	May impose additional costs for more expensive eco solutions	Contractor /Grant recipient	
Decommissioning	Hazardous materials contained within the panels may be released into the nature and impact the environment (soil, ground and surface water) in	Ensure workers are trained in adequate decommissioning procedures with spill control measures in place	Not significant	Contractor /Grant recipient	

	case of breaks or decommissioning of the panels				
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## II. MONITORING PLAN

<b>Phase</b>	<b>What parameter is to be monitored?</b>	<b>Where is the parameter to be monitored?</b>	<b>How is the parameter to be monitored/ type of monitoring equipment?</b>	<b>When is the parameter to be monitored- frequency of measurement or continuous?</b>	<b>Monitoring Cost What is the cost of equipment or contractor charges to perform monitoring?</b>	<b>Responsibility</b>	<b>Supervision, observation and comments (to be filled out during supervision with reference to adequate measuring reports)</b>
Design phase	Environmentally friendly production process of panels	Through tech. specifications of panels	Through receiving and keeping all specifications	Prior to procurement	May have an overall cost increase effect	Grant recipient	
Design phase	Placement of solar panels needs to be approved by the designated and responsible local authority	Through adequate supporting paperwork	Through receiving and keeping all of the necessary permits	Prior to construction works and preferably prior to application for grants	None	Grant recipient	
Construction	Dust, noise, emissions and vibrations	On project site	Visually, through complaints (if area is populated) and per local permitting	During construction works constantly	Minor-should be included in contract for works	Contractor /Supervisor	

Construction	Leaks or spills from machinery	On project site	Visually on surrounding areas, log of all accidents on site to be filled out	During construction works - constantly	Minor-should be included in contract for works	Contractor /Supervisor	
Construction	Proper waste collection and management	On project site	Daily supervision of waste collection Ensure no open burning is taking place Keep receipts from authorized landfill	Daily	Minor-should be included in contract for works	Contractor /Supervisor	
Operation	Use of less hazardous pesticides or other chemicals to treat or to clean the solar panels	On project site	Review of chemicals to be used, safety data sheets reviewed and kept	Visual inspection of site after maintenance Records kept	May have an overall cost increase effect	Operator / grant applicant	
Decommissioning	Hazardous materials contained within the panels may be released during decommissioning	On project site	Ensure no breaks or spills In case of spills ensure spill management procedure is followed	Visual, log of all breaks and spills	Minor-should be included in contract for works	Contractor/dec ommissioning	