Republic of Liberia

THE IRISE SCHOOL IMPROVEMENT GRANTMANUAL

Supporting school expansion, rehabilitation and renovation using a communityempowerment approach

Funded by: IDA GRANT # D5030-LR

Division of Education Funding and Project Development
Department of Planning, Research and Development Ministry of Education

June 1, 2021

Ministry of Education
Republic of Liberia

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ACRONYMS

AWP	Annual Work Plan
BOQ	Bill of Quantity
CDD	Community-Driven Development
CDSC	County Development Steering Committee
CEA	Community-Based Empowerment Approach
CEO	County Education Office or Officer
CERC	Contingency Emergency Response Component
COVID-19	Corona Virus Disease 2019
CSB	County School Board
DEO	District Education Officer
DLI	Disbursement Link Indicator
DPE	Division of Physical Environment
ECE	Early Childhood Education
EFT	Electronic Fund Transfer
EMIS	Education Management Information System
EO	Education Officer
E&S	Environmental and Social
ESMF	Environmental and Social Management Framework
FA	Financing Agreement
FAR	Fixed Assets Registry
FMG	Financial Management Guidelines
GAG	General Administrative Guidelines
GDN	Goods Delivery Note
GER	Gross Enrollment Rate
GRM	Grievance Redress Mechanism
GRN	Goods Received Note
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IPF	Investment Project Financing
IRISE	Improving Results in Secondary Education
IVA	Independent Verification Agency
JSS	Junior Secondary School
MCSS	Monrovia Consolidated School System
M&E	Monitoring and Evaluation
MFDP	Ministry of Finance and Development Planning
MoE	Ministry of Education
MPW	Ministry of Public Works
PAD	Project Appraisal Document
PDO	Project Development Objective
PDT	Project Delivery Team
PFMU	Project Financial Management Unit

PO	Purchase Order
PPCC	Public Procurement and Concessions Commission
PTA	Parents, Teachers Association
RBF	Results-Based Financing
RFQ	Request for Quotation
RPF	Resettlement Policy Framework
SIG	School Improvement Grant
SIGA	School Improvement Grant Agreement
SIGM	School Improvement Grant Manual
SIP	School Improvement Plan
SIPRC	School Improvement Plan Review Committee
SMC	School Management Committee
SMT	Senior Management Team
SSS	Senior Secondary School
STEP	Systematic Tracking of Exchanges in Procurement
TWG	Technical Working Group
VfM	Value for Money
VPA	Vice-Principal for Administration

FOREWORD

The Improving Results in Secondary Education Project (IRISE), includes a School Grant subcomponent, designed to support improvement of the learning environment in 156 seniorsecondary schools across the length and breadth of Liberia through renovation and rehabilitationworks on the physical infrastructure, as well as the expansion of two existing junior secondary schools (JSS) to senior secondary schools in two of the 25 education districts with no senior secondary school (SSS). The implementation of the Grant will adopt a community-based empowerment approach to ensure not only an effective participation of local authorities and stakeholders, but also, that the impact of the intervention triggers growth and development in the local economy. The Grant in question, will be administered individually by School Management Committees (SMCs), each of which comprise the students as ultimate beneficiaries of the intervention, the school leadership, the Parents Teachers Association (PTA) and the communitieswhere the schools are located.

Decisions of the school management committees shall be collective, in respect of prioritization ofinvestments of funds, disbursement of the Grant funds, and the monitoring of performance at therespective schools. In short, the entire community which includes students, parents, schoolmanagement and the general community will each have an important role in determining the effective use of the school grant for the betterment of the quality of education delivery at the school level.

The Ministry of Education (MoE) shall make Grant funds available to all public and governmentoperated community SSS across Liberia regardless of location and 2 JSS for expansion to SSS as Grantees at a predetermined amount based on the size of each school. The duration of the Grantshall be for two years commencing the 2020-2021 school year spanning the life of the IRISE Projectup to November 30, 2023 or any other extended date that maybe agreed upon by the MoE and the World Bank, when necessary.

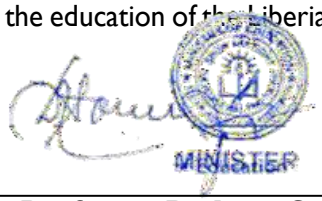
The terms and conditions of the Grant provide flexibility for the school management team, so thatindividual teams may exercise discretion in the form and manner in which the school's priorities are arranged to have the greatest impact on teaching and learning.

It shall be required of those administering the IRISE Project and the Grant subcomponent thereof,comprising national, county, district, and school level administrators, and communityrepresentatives, to ensure that their respective roles and responsibilities as detailed in these guidelines are performed satisfactorily, insofar, as they relate to accountability, transparency, and accurate record keeping. Finally, one of the purposes of the School Grant is to create a conducivephysical learning environment as an input towards improving access to and the quality of senior secondary education gross enrollment with the overall desire of improved learning outcomesduring the life of the Project and beyond.

The Ministry of Education encourages community leaders, parents, school administrators and the student body to take ownership of the initiative for the benefit of the learning public in therespective locations that they find themselves.

On behalf of the Government of Liberia through the Ministry of Education, I have the honor toexpress gratitude to the World Bank Group, and in particular, the International DevelopmentAssociation for the support to the education of the Liberian children.

Regards,



Professor D. Ansu Sonii, Sr.
Minister of Education

ACKNOWLEDGEMENT

The IRISE School Improvement Grant Implementation Manual seeks to support the quest of MoE and its development partners for a community-driven development approach to theimprovement of physical infrastructure in public schools across Liberia. With profound gratitude and honor, we recognized the Senior Management Team of the Ministry headed by Prof. D. Ansu Sonii, Sr. for the required strategic direction provided all through the development of this Manual. Special thanks and appreciation also extended to members of the World Bank Task-team on the Liberia Education Portfolio for their innumerable technicalinputs into the document ensuring that it stands out in technical quality expected of such a document.

Heartfelt appreciation is particularly expressed to the IRISE Project team led by Abraham A.Kiazolu, II (Deputy Project Coordinator and Technical Lead), Fuseini A. Abu (International Procurement Specialist), and Sudacious M. Varney (Financial Management Officer) for their coordination, leadership and technical contributions to various sections of the Manual. We are also grateful to all other members of the MoE Project Delivery Team (PDT) including Joe
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We recognized and appreciate the indelible contributions of the core Grant Manual Development Technical Working Group led by Augustine G. Goe (Comptroller and Directorfor Finance and Fiscal Affairs/MoE), Nathaniel Sikeley (Director of Education Funding and Project Development/MoE), Stephen F. Falaba (Senior Accountant/MoE), Fasam Howard (School Grant Officer/MoE), Bill Pyne (Admin Assistance, Bureau of General Administration/MoE), Morris Fatorma Manobah (Procurement Officer/MoE) and Isaac Fuflay

.

Thank you all very much!

Sincerely

DMP

Alton V. Kesselly

Deputy Minister for Planning, Research and Development

1.0 BACKGROUND

1. The Government of Liberia in October 2019 received a grant equivalent to USD 47 millionfrom the International Development Association (IDA) to implement the Improving Results in Secondary Education (IRISE) Project, hereinafter ("the Project"). The Project duration isfour years. The Ministry of Education (MoE) is the IRISE implementation agency responsible for project execution and results monitoring. The implementation is overseenby the Ministry's Senior Management Team (SMT) with support from the Project Delivery Team (PDT).

2. The Project's development objective (PDO) is to improve equitable access to, and quality of, secondary education, and address the impacts of the COVID-19 pandemic on Liberian secondary education students and teachers. It will be achieved through a set of activitiesthat are grouped into the following five components:
   - ☐ Improving access and learning environment at the senior secondary level
   - ☐ Increasing opportunities for girls to transition to and complete senior secondary education
   - ☐ Improving quality and relevance of senior secondary education
   - ☐ Capacity building, Technical Assistance, project coordination and monitoringand evaluation
   - ☐ Contingency Emergency Response Component (CERC).

3. The progress towards achievement of the PDO will be monitored through the followingkey indicators:
   a) Gross Enrollment Rate (GER) at the senior secondary level (percentage; and percentage female)
   b) Increased percentage of public and community senior secondary schools with a qualified teacher each in Math, Science and English
   c) Number of direct project beneficiaries (number of females).
   d) Students' perception about the adequacy of the conditions of their schools toavoid the spread of COVID-19.

4. The Project employs a hybrid funding approach including the financing of inputs for interventions supported under Components 1, 4 and 5, and a results-based financing (RBF) modality with disbursement-linked indicators (DLIs) for Components 2 and 3. Disbursements under Components 2 and 3 will be conditioned on the achievement ofspecified results, as measured by DLIs. Such approach reflects a shift from an emphasis oninputs to focusing on incentivizing the achievement of results.

5. Component 1 of the Project finances: (i) the construction of 3 new Senior SecondarySchools (SSS) in Bong, Margibi and Nimba to address the challenge of overcrowded classrooms in these counties; (ii) the expansion of 25 Junior Secondary Schools (JSS) to Senior Secondary Schools (SSS) in educational districts without the presence of a SSS; and
   (iii) the renovation and rehabilitation of 156 public senior high schools across the Country.The expansion of two of the 25 JSS and the renovation and rehabilitation of the 156 SSS will be implemented through the disbursement of a certain amount as SchoolImprovement Grant to each school.

2.0 ABOUT THE GRANT

2.1 General Context

6. The IRISE School Improvement Grant is intended for public and government-operated community schools with the aim of improving the physical learning environment through the rehabilitation and renovation of all 156 existing public and community Senior Secondary Schools (SSS) across the length and breadth of Liberia, and the expansion of two (2) Junior Secondary Schools (JSS) in selected districts based on a set criteria defined in section 2.3 below. Only these schools will be eligible to receivea School Improvement Grant under the Project.

7. The 156 SSS to benefit from the Grant are classified into large (53 schools) and small-to-medium size schools (103 schools). A school is classified as large if it is up to 12th grade and has an enrollment record of **over 600 students** with more than one level (e,g. JSS to SSS, Elementary to SSS, ECE to SSS) hosted on the same campus, andmultiple sections of all the senior high classes (e.g. 10th-A, 10th-B, 11th-A, 11th-B, 12th-A, 12th-B etc.). A school is classified as medium-size if it has student enrollment of **between 400 and 600 students**, each of the senior high classes are existing up to12th grade but only one section of each grade, and is a stand-alone SSS. A small-size school is any school with **less than 600 students**, has some senior high classes butnot up to 12th grade **(semi-SSS**).

8. The grant amounts for each of the 53 large schools will be up to US$55,000 and forthe 103 small-to-medium size schools will be up to US$30,000. The school grants will be provided in three tranches: 50 percent will be provided once the School Improvement Plan (SIP) is approved by the MoE; 40 percent and 10 percent, uponMoE's receipt of evidence of eligible expenditures, verification of the appropriate useof funds and the level of progress for the first and second tranches, respectively. Eachof the 2 JSS schools to be expanded to SSS will be eligible to receive a school grant inthe amount of US$175,000.

9. Implementation of the Grant will adopt the Community-Driven Development (CDD) approach in which each school will have a School Management Committee (SMC) formally established and trained to oversee implementation of the Grant. The SMC will determine the school infrastructure needs, request for the Grant to meet these needs, and supervise the use of the Grant.

10. The Grant will be provided on the basis of an agreement (see template in Annex 3)signed between each of the recipient SMCs and the Ministry of Education (MoE), whichallows the participating communities to use the fund to carry out rehabilitation, renovation, procurement of furniture and fixtures (goods) as well as expansion relatedactivities at schools (for the 2 JSS only) while using at most 10% of the Grant amount on administrative costs such as contracting the services of a clerk of works, bank fees,transportation and procurement of stationeries for the proper management of the Grant, ensuring that funds are used for their intended purpose and in accordance withthe Project Financing Agreement, the applicable World Bank's Environmental and Social Framework, the World Bank's Procurement Regulation for IPF Borrowers, Fourth Edition, November 2020, as well as the World Bank Anti-Corruption Guidelines.

11. The Grant will be provided in tranches. Each of the existing 156 public and communitySSS in the Country and two JSS in the selected districts will have the opportunity to apply to receive a Grant from the Project and use it solely for the types of activities mentioned in paragraph 10 above. Procurement under the grant will follow the WorldBank Procurement Regulations for the Community-Driven Development (CDD) approach. Procurement for the expansion of 2 JSS will be routed through the World Bank's Systematic Tracking of Exchanges in Procurement (STEP). The procurement method for the renovation/rehabilitation of the 156 SSS will also follow the WorldBank Procurement Regulations for the Community-Driven Development (CDD) approach. However, the procurement processes and procedures will be carried out outside of STEP. More details are provided in the procurement section of this manual.

12. Training will be provided for SMCs by trained staffers of the MoE with the required experience. This training is aimed at building the capacity of SMCs to develop and costSIPs using a participatory and collaborative approach, and to procure, in a transparentmanner, contractors for the civil works who will be accountable to the schools. The schools will be empowered to contract a clerk of works (one for each grantee; seethe respective Terms of Reference in Annex 12) to supervise all civil works activities financed by the Grant in their respective schools. In addition, the Memorandum of Understanding (MOU) with the Ministry of Public Works (MPW) will provide for theMPW County representative to support the recruitment of the clerk of works andalso support the general supervision of the civil works.

13. While SMCs will play a lead role with their capacity strengthened through targetedtraining, they will also benefit from technical support from the county resident engineer of the Ministry of Public Works (MPW) and the Division of Physical Environment at the MoE. The MPW is the Government entity with the statutory responsibilities of providing policy guidance and overseeing all civil works of ministries and agencies, and has a joint authority with the MoE over all civil works under Component 1 of the IRISE. The two ministries have entered a Memorandum of Understanding (MoU) for MPW to provide technical support on the implementationof all civil works-related activities of the Project including construction, expansion, renovation and rehabilitation based on its technical capacity given the critical mass of experienced staff it has.

14. Further, the PDT's Environmental and Social Safeguards Specialist, and District Education Officers (DEOs) will work closely with SMCs in sensitizing local communities to ensure environmental and social safeguard issues are properly addressed in accordance with the IRISE Project's safeguards documents including the Environmental and Social Management Framework (ESMF), Resettlement Policy Framework (RPF) and any other safeguards documents that may be subsequentlydeveloped by the Project Environmental and Social Safeguards Team during construction.

2.2 General Objectives

15. The IRISE School Improvement Grant seeks to:
    - ☐ Improve school learning environment
    - ☐ Build the capacity of School Management Committees

- ☐ Provide economic empowerment at community level through participation oflocal businesses.
- ☐ Increase access to schooling at the secondary education levels.
- ☐ Improve learning outcomes through strengthening the quality of senior secondary education.
- ☐ Strengthen Government's decentralization policy specifically related toeducation.

2.3 Basic Eligibility Criteria/Procedure

16. A school will be eligible to receive the IRISE School Improvement Grant provided it meets the criteria below.
    a) It is an existing public or community senior high school recognized by the Ministry of Education.
    b) It has an established SMC comprising of the Principal as Chairman, the PTAChair as co-chairman, one male student representative, one female student representative, one teacher representative, one local community leader and one women group leader from the school community.
    c) At least five core members of its SMC have participated in the School Improvement Grant Implementation Training.
    d) It has developed and submitted its SIP approved by the District EducationOfficer (DEO).
    e) The SIP approved by the DEO has been endorsed by the CEO before submission to the PDT and/or the Ministry.
    f) It has provided proof that its SIP was prepared in consultation with the community in which the school is located.
    g) The SIP clearly indicates how the community hopes to improve the school,what the grant will be used for, and how it will be used.
    h) The SIP has been reviewed and cleared by the SIP Review Committee of theMoE.
    i) The SIP has been approved by the Senior Management Team (SMT) of the MoEthrough the Deputy Minister for Planning, Research & Development.
    j) The SMC of the school have signed a contractual IRISE School ImprovementGrant Agreement (SIGA) with the MoE. The template for the SIGA can be found in Annex 3.
    k) A designated bank account has been opened by the school in a nearby commercial bank for the Grant, with the PTA Chair as signatory A, the school Principal as signatory B and the District Education Officer [or Superintendent of the Monrovia Consolidated School System (MCSS) or able designee for the four MCSS schools] as signatory C respectively.

17. The Ministry of Finance and Development Planning (MFDP) through its Project Financial Management Unit (PFMU) shall transfer School Gant amount directly to the respective schools' construction bank accounts.

18. The MoE through the PFMU will disburse the Grant to schools in three tranches. The first tranche, which is 50% of the Grant amount qualified for, will be disbursed only after the school's submitted SIP is approved by the MoE. The second and third tranches, which are 40% and 10% respectively will be disbursed based on implementation progress satisfactory to the MoE as specified in this manual as well asverified eligible expenditures.

19. Schools must use all available means possible to inform parents and community members of the Grant amount received, when it was received, and how it was subsequently used. CEOs and DEOs shall also inform the public about the total Grant amount allocated to schools

in their counties and districts.

20. The 2 JSS to be expanded to SSS under the Grant scheme will come from the list of 25 JSS selected using the school assessment matrix in table 1 below.

***Table* 1: Matrix of School Selection Criteria for the 25 JSS to be Expanded to SSS**

SN	Criteria	Definition	Indicator	Classification	Value	Scale	Rank
1.	**Building Condition**	Refers to the current physical condition of the existing school building of the JSS to be expanded to SSS	Type of Structure	Solid	5	1 – 5	10%
				Semi-solid	3		
				Makeshift	1		
2.	**Available classrooms**	Refers to the existing number of classrooms currently available at the school	Number of available classrooms	At least 12 classrooms with an administrative building for a school that starts from ECE to JSS, and less by 3 for a school with no	5		

				ECE but starts from Primary			
				At least 12 classrooms without an administrative building for a school that starts from ECE to JSS, and less by 3 for a school with no ECE but starts from Primary	4	0 – 5	10%
				Less than 12 but at least 9 classrooms with an administrative building for a school that starts from ECE to JSS, and less by 3 for a school with no ECE but starts from Primary	2		
				Less than 9 classrooms with an administrative building for a school that starts from ECE to JSS, and less by 3 for a school with no ECE but starts from Primary	1		
				Less than 9 classrooms and without an administrative building for a school that starts from ECE to JSS	0		
3.	**Accessibility**			Paved Road	5		

		The road condition to the school site/campus	Ease of travel to and from the school by vehicle	Unpaved Road	2	1 – 5	10%
				Inaccessible by vehicle	0		
4.	**Land Availability**	Transfers of ownership of land spaceto school bythe community	Evidence of additional land space owned by school for the construction of additional classrooms and other facilities. Such land space must not be at risk for potential flooding and/or erosion.	Both letter of ownership transfer by community to school and probated title deed in school name	5	0 – 5	15%
				Probated titled deed in school name only	3		
				Letter of ownership transfer by community to school only	1		
				None	0		
5.	**Location/Distance**	Refers to a centrally located school with shortest walking distance from other towns with students compared to other JSS in the District	Average number of hours ofwalk to the school from the othertowns	1-hour walking distance or 30 minutes by motorbike/car	5	0 – 5	15%
				2-hour walking distance or 1-hour by motorbike/car	4		
				3-hour walking distance or 1-hour 30-minute by motorbike/car	3		
				4-hour walking distance or 2-hour by motor bike/car	2		
				5-hour walking distance or 2-hour 30 minutes by motorbike/car	1		
				Above 5-hour walking distance	0		

6.	**Enrolment**	Total number of registered students presently attending the school compared to other JSS in the District	Number of students in current academic year	Not less than 200 students enrolled and highest compared to other JSS in the District	5	0 – 5	20%
				Not less than 200 students and average compared to other JSS in the District	3		
				Not less than 200 students but below average compared to other JSS in the District	1		
7.	**Teachers Availability**	Number of qualified Government payroll teachers in the school	Number of employed teachers with the required qualificationsto teach JSS	At least two (2) payroll teachers with a minimum of Bachelor degree	5	0 – 5	15%
				At least two (2) payroll teachers with a minimum of B-Certificate orits equivalent	3		
				At least two (2) payroll teachers with a minimum of C-cert. or its equivalence	2		
				Less than 2 payroll teachers	0		
8.	**Electricity**	Sources of electricity on the campus	Number of available sources	National power, solar power and generator supply	5	0 – 5	5%
				Any two of the above	4		

				National power	3		
				Solar power	2		
				Generator	1		
				None	0		
Total Score							**100%**

21. Please note that the criteria in table 1 above only apply to JSS in educational districtswithout the presence of an SSS. In case of any draw between two or more JSS in aparticular district (i.e. two or more schools within the same district obtaining exactlythe same score), the MoE Central Office shall apply a lottery in the presence of the DEO and principals of the schools concerned to determine the school to be selected. The results of this selection process will be communicated to each school through itsDEO and the Principal.

22. In addition to the criteria in table 1, the specific county, district and JSS to be selected for expansion to SSS using the Grant scheme shall be based on the following:

    a. The two counties must have more active PTAs (i.e. a greater number ofPTAs frequently holding meetings with high attendance rates) and evidenceof efforts towards undertaking self-initiatives in the past to improve the learning environment in their respective schools through renovation, rehabilitation and/or construction works than all the other counties.
    b. The counties, districts and schools selected are the most accessible by roadto allow for easier oversight, routine monitoring and spot checks by MoE Central Office during the construction period.

2.4 The Grant Manual

23. This Grant Manual provides the detailed guidelines for the implementation of the Grant with specific provisions to follow in accessing and utilizing the Grant described.

24. The Manual is divided into Six (6) major parts intended to help with implementation of the IRISE School Improvement Grant. The first and second parts provide background information about the IRISE Project and the School Improvement Grant respectively. The third part describes the General Administrative Guidelines, the fourth part looks at the Procurement Guidelines, the fifth part contains information on the Financial Management Procedures, and the sixth and final part is focused on the Monitoring and Evaluation procedures of the Grant.

25. All selected schools, their respective county and district education offices, as well asother involved actors, should have a copy of this Manual.

3.0 GENERAL ADMINISTRATIVE GUIDELINES (GAG)

26. Management responsibilities for the IRISE School Improvement Grant shall be atdifferent levels. The Grant shall be managed and supported at the four levels below:
    - ☐ School and Community Level
    - ☐ District Level
    - ☐ County Level
    - ☐ National level

3.1 Management of the Grant at the School and Community Level

3.1.1 Definition and composition of the SMC

27. The School Management Committee(s) is a subcommittee drawn from the ParentsTeachers Association (PTA), representative of the school administration, representatives of student groups and community leaders to manage activities of theschool related to the IRISE School Improvement Grant. The SMC(s) shall compriseseven (7) persons in total, including:
    - ☐ School Principal (who will be the chair of the SMC, and he/she must be on theMoE regular payroll)
    - ☐ PTA-Chair (must be a resident of the school community certified by the National PTA Network and own an immovable property in the community)
    - ☐ Two Student representatives (one male and one female)
    - ☐ One representative from among the teachers
    - ☐ One town chief or community head/elder
    - ☐ One community women leader
28. In the event where the students are considered to be below the age of 18 to make decisions and are in grades 10-12, the composition of the SMC shall be:
    - ☐ School Principal (who will be the chair of the SMC)
    - ☐ PTA-Chair
    - ☐ Women's Leader
    - ☐ Youth Leaders (a male and a female)
    - ☐ Town Chief or community head/elder
    - ☐ One teacher

3.1.2 Responsibilities of the SMC

The following are the key responsibilities of the SMC:

29. Task 1: Collect, review and validate school data for submission to the DEO

30. Task 2: Consult and Inform the community on school priorities and plans
    The SMC shall consult and inform the community on school priorities and plans via

- ☐ Holding community consultation meetings at the start of each academic yearas per Annex 1: COMMUNITY CONSULTATION AGENDA of this Manual.
- ☐ Displaying information on IRISE School Improvement Grant amount and usageon a school notice board that is publicly accessible to parents and communitymembers.
- ☐ Holding regular community meetings to consult and inform the community dwellers about
  - the status of the School Improvement Plan (SIP)
  - management of school bank account
  - the utilization of funds and measures to ensure that they are not subject to abuse, wastage and misapplication.
- ☐ keeping minutes book that documents discussions and decisions taken at all community meetings.

31. Task 3: Develop School Improvement Plan (SIP)

Based on consultations and agreement reached within community discussions, the SMC will prepare the SIP using the template in *Annex 2: SCHOOL IMPROVEMENT PLAN TEMPLATE* 2. This should be based on the estimated total annual grant with planned spending in the school year not exceeding the actual grant allocation. The tasks are as follows:

- ☐ Outline school improvement needs
- ☐ Identify items and actions required to meet those needs
- ☐ Prepare budget for purchase of necessary items, based on price lists and localestimates of prices up to the maximum annual IRISE School ImprovementGrant
- ☐ Prepare procurement plan that identifies how items will be purchased, and indicative timings, taking account of expected grant disbursements each year
- ☐ Submit SIP to DEO for the first instance of approval
- ☐ If SIP is not approved, revise accordingly and resubmit to the DEO for approval.

32. Task 4: Review and revise SIP if necessary
    At the end of the first semester the SMC shall review the SIP, the spending to-date, the progress on the procurement plan and the actual second semester grant allocation.
    - ☐ Inform and consult the community on updated financial situation
    - ☐ Adjust the SIP budget and procurement plans for the second semester in linewith the new information
    - ☐ If there is a difference of more than 20% from the original estimated budget,or other major changes, then the SMC must resubmit the adjusted SIP forDEO approval.

33. Task 5: Maintain School Improvement Grant (SIG) documentation
    The SMC must maintain records of financial, procurement and administrative activities concerning the SIG. These should include:

☐ Grant Meetings Minutes Book

- The SMC is responsible for keeping a Minute Book documenting all ofthe meetings held to decide on the implementation of the IRISE SIG
- All decisions taken by the SMC should be recorded in the Minute Bookto show that procedures have been followed correctly
- The minutes of each meeting should be dated and signed by at leastthree members of the SMC
- The Minute Book should be kept by a designated SMC member.

☐ Grant File

- An IRISE School Improvement Grant File must be opened and maintained by the SMC. This file shall contain: (i) all correspondence relating to the IRISE SIG; and (ii) all other financial and procurement documents as described in this manual.
- Information in the IRISE SIG File should be well organized and neatly kept.
- The IRISE SIG File should be kept by a designated SMC member.

☐ Grant Public Notice Board

- The SMC must establish and update an IRISE SIG Notice Board in a public place, with information on the SIP and its implementation.
- The IRISE SIG Notice Board must be located in a place that is easily accessible for the community, and it should not be located in a classroom. It must be protected from the weather.
- The IRISE SIG Notice Board must be kept up to date.

☐ Grant Cash Book

- The SMC must maintain a Cash Book for the Grant as specified in the Financial Management Procedures of this Manual, and record all receipts and expenditures of IRISE SIG funds in this Cash Book. It isimportant to note that this Cash Book is only for the IRISE SIG received. Other incomes and expenditures of a school that are notrelated to the IRISE School Improvement Grant should not be includedin this Cash Book.

34. Task 6: Implement the School Improvement Plan

☐ As soon as the IRISE School Improvement Grant funds have been received bya school, the SMC can go ahead to spend such money in line with its approvedSIP, the IRISE Project Financing Agreement, the School Improvement Grant Agreement (SIGA), the applicable World Bank's Environmental and SocialFramework, and the World Bank's Procurement Regulation for IPF Borrowers, Fourth Edition, November 2020.

☐ All receipts and expenditures of the IRISE SIG must be listed in the Cash Book.

35. It is very important for the SMC to maintain good records of exactly how the Grantfunds were used.

36. Task 7: Monitor the achievement of SIP

- ☐ After an IRISE School Improvement Grant fund has been received by a school,the SMC must monitor the spending of such fund, hold meetings to discussachievements of the SIP, and monitor school activities including the quality ofteaching and learning in the school.
- ☐ The SMC should appoint Monitors from among the teachers, parents, studentsand local civil society organizations, and ask them to make regular, unannounced visits to the school, to check school improvements resultingfrom the SIP. The SMC School Monitors must report their findings back tothe SMC for discussion and action where required.

37. Task 8: Submit, at the end of each implementation period, financial and procurementdocuments to DEO.

38. At the end of every implementation period, the SMC must submit copies of financialand procurement documents to the DEO, as follows:

- ☐ Copies of school financial documents
  - Budget Monitoring Report
  - Cash Book
  - Reconciliation Statements (for Bank Account and Petty Cash)
  - Fixed Assets Monitoring Report
  - Payment and Petty Cash Vouchers
- ☐ *Copies of procurement documentation from schools*
  - Updates to procurement plan
  - Requests for quotations
  - Quotations
  - Minutes of bid opening & bid registers
  - Evaluation reports
  - Purchase orders
  - Stock/inventory report.
  - Copies of invoices,
  - payment certificates,
  - completion certificates.

39. Task 9: Prepare financial and performance overview and disseminate findings
In order to ensure transparency and accountability in financial administration, a schoolbenefiting from the IRISE Scholl Improvement Grant must:

- ☐ Prepare an annual overview that includes information on the SIP achievement, and utilization of the Grant. The annual report should be produced by 31 Julyof each year or the last day of any month set by the MoE as end of the schoolyear from time to time;

- ☐ Display the completed report on the IRISE SIG Notice Board.

3.2 Management at the School District Level

3.2.1 District office responsibilities

40. The District Education Office headed by a District Education Officer (DEO) workingclosely with the County Education Office headed by a County Education Officer (CEO)shall have oversight responsibility, **but no fiduciary responsibility**, in the implementation of the IRISE School Improvement Grant in each school district. The DEO shall be responsible for the tasks listed below.

41. Task 1: Submit updated list of all Senior Secondary Schools (public & Government-supported community) in the district to the Office of the CEO. The DEO shall submit to the CEO an updated list of all public and community SSS in the district. To ensure that this happens, s/he shall:
    - ☐ maintain and validate data of all public and government operated senior secondary schools; and
    - ☐ submit the validated school(s) list and data to the County Education Office.

42. Task 2: Disseminate information to school(s) and communities on the amount of theirschool grant**.** DEOs shall disseminate information to schools and communities on theirrespective Grant amount via the following actions:
    - ☐ Send a letter containing information on the IRISE School Improvement Grant Amount to each SMC; and

43. Task 3: Support schools to prepare School Improvement Plans (SIPs). The DEOs shall support schools in preparation of their SIPs through the actions below.
    - ☐ Facilitate community engagement in school management and oversight
    - ☐ Provide advice to SMCs on planning and budgeting in developing their respective SIPs.

44. Task 4: Review School Improvement Plans. DEOs must review and sign off on eachschool Improvement plan prior to being sent to the CEO. The review must ensurethat:
    - ☐ SIP document shows participation of the community
    - ☐ SIP document shows the purpose of the expenditure
    - ☐ SIP follows items eligible for purchase under the IRISE SIG
    - ☐ SIP includes procurement plan and budget that follow the guidelines in thismanual
    - ☐ SIP is within the grant amount allocated for the school
    - ☐ SIP contains the signatures of all SMC members
    - ☐ A copy of the SIP must be submitted to the CEO.

45. Task 5: Keep records of IRISE SIG transactions in the district. The DEO must keeprecords of transactions of the IRISE School Improvement Grant, including copies ofSIPs for each school and all financial and procurement documents regarding school development grants within the district.

46. Task 6: Monitor school development grant processes in the district, based on a Monitoring and Evaluation plan. The DEO, supported by a professional staff from the County Education Office, shall monitor the following:

    - ☐ School level administration of the SIG received
    - ☐ Compliance with financial, procurement, environmental and social safeguards requirements and general implementation regulations in accordance with theguidelines set in this Manual.

47. Task 7: Follow up on monitoring reports to identify and address areas needing further strengthening. The DEO, supported by professional staff from the County Office shallwork to ensure follow up on issues arising from monitoring, and provide support toschool principals and SMC to improve compliance and performance.

48. Task 8: Collect grant financial documents from school(s) at the end of each tranche.

    The DEO shall, 14 days after the end of each tranche, collect copies of school financialdocuments including Budget Monitoring Report, Cash Book, Reconciliation Statements (for bank account and petty cash, fixed assets monitoring report, and payment and petty cash vouchers.

49. S/he shall also collect within the specified timeframe above copies of procurement documentation from the schools, including updates to procurement plan, request for quotations, quotations, evaluation reports, and purchase orders.

50. The DEO shall review the documents collected for identification/discovery of anypotential areas of concern for compliance with guidelines in this Grant Manual. S/he shall send a report, based on her/his review, to the CEO highlighting areas of concernwithin 28 days after the end of a tranche.

3.3 Management at the County Level

3.3.1 Responsibilities of the County Office

51. The County Education Officer (CEO), working closely with the County School Board(CSB), in collaboration with the MOE Central Office, also has an oversight responsibility for implementing the IRISE School Improvement Grant Program in each county. The CEO will be responsible for the tasks listed below.

52. Task 1: Submit updated list of all Senior Secondary Education Public and Community Schools to the Education Management Information System (EMIS) Division of MoE.

    The CEOs shall maintain and validate a database of public and community seniorsecondary schools by district based on information provided by DEOs. They shall submit this validated list of schools to the Division of EMIS at the MoE Central Office.

53. Task 2: Disseminate information to DEO(s) on the allocated and disbursed amount(s) for schools within an educational district under the Grant. The CEOs shall provide

information to DEOs on the total funds allocated to be disbursed to schools withineach district for onward conveying to schools by the DEOs. The CEOs shall also disseminate this information through community radios and other media outlets detailing Grant amounts for each school and at each tranche within five (5) working days upon receiving the information. The CEO shall include the Grant information in the regular monthly meetings of the County Development Steering Committee (CDSC) and in reports to the County School Board (CSB).

54. Task 3: Support schools to undertake budgeting. The CEOs shall prepare price information for a range of items commonly required by schools (within the categoriesof items eligible for the IRISE SIG). This must reflect current market prices as at the time of budgeting. The price information should be updated regularly by the County Education Office through relevant professional staff. The price information must be disseminated to schools in time in order to inform their budget planning.

55. Task 4: CEOs should keep records of all school development grant transactions in the counties. Records to be kept include:
    - ☐ Copies of School Improvement Plan
    - ☐ Copies of all financial and procurement documents regarding school development grant
        - Budget Monitoring Report
        - Cash Book
        - Reconciliation Statements (for Bank Account and Petty Cash)
        - Fixed Assets Monitoring Report
        - Payment and Petty Cash Vouchers
        - Updates to procurement plan
        - Requests for quotations
        - Quotations
        - Evaluation reports
        - Purchase orders

56. Task 5: Confirm to MoE Central Office eligible schools for release of the grant amountsto the school bank accounts. The CEO shall submit to the MoE Central Office, throughthe School Grant Unit of the Division of Education Funding and Project Development,list of schools with approved SIP along with the requisite supporting documents.

57. Task 6: Monitor School Improvement Grant processes in the counties based on theNational Monitoring and Evaluation Plan of the MOE for the Grant. The CEO, supported by the County Education Office professional staff, will monitor district-leveladministration of the SIG, including compliance with financial, procurement and general implementation regulations as set out in this Manual.

58. Task 7: Follow up monitoring reports to identify and address issues regarding further support. The CEO, supported by the County Education Office professional staff, will work with DEOs to ensure follow up of issues arising from monitoring. S/he will also

provide support to school principals and SMC to improve compliance and performance.

59. Task 8: Receive and follow-up school financial and procurement records and reports from DEO. The CEO shall receive copies of the school financial and procurement records along with the report from DEOs within 28 working days after the end ofeach trench and consolidate same in the biannual report that is submitted within 7 working days after the receipt of the reports from the DEOs to Central, and followup on areas of concern.

3.4 Management at the National Level

3.4.1 National responsibility

60. The Ministry of Education (MoE) Central Office will oversee implementation of theSchool Improvement Grant Program. The Central Office will be responsible for thefollowing:
61. Task 1: Update standards and guidelines for the School Improvement Grant Program

    The Ministry will ensure regular updating of the School Improvement Grant Manual toreflect changes in policy and legislation. It shall also encourage increasing communityparticipation in school management. Any change to the IRISE School ImprovementGrant Manual will be subject to approval of the World Bank.

62. Task 2: Prepare national school development grant budget with input from Counties. The MoE Division of Education Funding and Project Development through its FocalPerson on the IRISE School Improvement Grant shall collect inputs from the counties on budgetary needs of schools, validate list of existing, new and closed schools, estimate annual national school development grant budget based on the best available data and grant amount allocated per school in line with the PAD. The Focal Person, with support from the TWG, shall identify the Grant allocations per county, district and school. s/he shall prepare budget report for approval.

63. Task 3: Disseminate budget information. The Ministry shall publish, through national and local media, the criteria for the allocation of grant amount to schools, utilize media for public awareness campaigns on the IRISE School Improvement Grant, and send a list of grant amounts to CEOs detailing amounts to be received by each school in the county. Please see the standard letter in Annex 4: *LETTER INFORMING CEOs, DEOsand SCHOOLS OF GRANT AMOUNT*.

64. Task 4: Coordinate the transfer of IRISE School Improvement Grant funds to schools. The MoE central office through the PDT shall liaise with PFMU of the Ministry of Finance and Development Planning to transfer funds to school bank accounts.

65. Task 5: Conduct school quality improvement assessments in accordance with theMonitoring and Evaluation framework. The MoE central office will maintain a databasewith the IRISE School Improvement allocation data and undertake periodic assessments and surveys on disbursement, utilization and impact of the Grant.

66. The MoE will hire an external auditor to also assess utilization of Grants in terms of accountability and impact. This will be the same auditor hired to audit the entire IRISE

Project including all components and subcomponents. There shall also be a procurement audit of the Grant procurement activities.

67. The Ministry of Education is the final arbiter for grievances. All matters regarding grievance will be addressed in line with the Grievance Redress Mechanism in Annex 5: *GRIEVANCE REDRESSES MECHANISM* of this Manual.

3.5 Preparing the School Improvement Plan (SIP)

3.5.1 Planning meeting

68. The SMC must plan a community consultation meeting to inform and consult thecommunity on what are the physical infrastructure issues affecting the school and related priorities for school improvement as well as implementation of the SchoolImprovement Grant. They should appoint someone to take minutes at the meeting tobe included in the school grant meetings minute book. The meeting should include:

- ☐ school staff
- ☐ parents
- ☐ school students
- ☐ local community leaders and supporters of the school, including women andthe elderly
- ☐ women and youth representations.

69. It is important for this meeting to be held at a time and place convenient like the onthe school campus or community town hall for more people to attend, and invite as many parents and community members as possible to attend these meetings. Agendaitems should be displayed on the school board and sent to the community members 2-3 days before the meeting day/date.

3.5.2 Holding the meeting

70. The meeting facilitator shall start the meeting with a welcome remark and introduction of participants. This should be followed by going through the meeting agenda items asoutlined below.

71. **Meeting Agenda Item # 1** – Introducing the IRISE School Improvement Grant Program. The meeting facilitators should explain the School Grants Program by covering the following points:

- ☐ What is the IRISE School Improvement Grant Program?
- ☐ What are the key features of the IRISE School Improvement Grant Program?
- ☐ Which school is eligible to receive an IRISE School Improvement Grant?
- ☐ What are the responsibilities at different levels for the IRISE School Improvement Grant Program?
- ☐ How much is the School Grant?
- ☐ What are the eligible and ineligible expenditures under the School Grant?
- ☐ Annual review

72. It is important to ensure that community members are informed that the school grantis not meant to replace any existing and ongoing funding that is provided to the schoolby parents and the community.
73. The facilitator should open the floor for questions.

74. **Meeting Agenda Item # 2** – Selecting the SMC. If the school does not already havea SMC in place, then the community should identify and agree on which individuals should be part of the SMC, in line with the composition of the SMC stated in this Manual.
75. **Meeting Agenda Item # 3** –School Grant Utilization Plan. The meeting facilitatorsmust give a short summary of how the School Improvement Plan will be developed and implemented. Remind participants about what may or may not be included in theSchool Quality Improvement Plan.
76. **Meeting Agenda Item # 4** – Establish priorities for SIP. The aim of this part is to identify the priorities of the community for improving the school and decide how theschool grant may be used to support this.
    - ☐ Facilitate discussion of concerns, priorities and what the community would seek to include in the SIP
    - ☐ If there is a blackboard in the meeting room, then the facilitators should list the suggestions made so that everyone can see what is proposed.
    - ☐ It is important for participants to be given time to discuss and agree on the priorities.
    - ☐ Once the majority present at the meeting agreed through votes on what should be included in the SIP, this should be documented and inform the workof the SMC in finalizing the SIP. The same information must be placed on theSchool Improvement Grant Public Notice Board.
    - ☐ When there is a key participant who does not speak or understand English,the meeting should ensure there is a volunteer interpreter to facilitate the participation of such attendant.
77. **Meeting Agenda Item # 5** – Signing the attendance register. The last item of themeeting is signing the attendance register. All participants must write their name andsign a form. After this is done, the facilitators can end the meeting by thanking participants for their support.
78. At the end of the meeting, the person in charge of the meeting minutes must preparethe minutes and ensure it is placed on the School Improvement Grant Public Notice Board.
79. After the meeting, the SMC must work and finalize the SIP. *Annex 2: SCHOOL IMPROVEMENT PLAN TEMPLATE* includes the School Details, Purpose of SIP, SIP Budget, and the Procurement Plan.

4.0 PROCUREMENT GUIDELINES

4.1 Procurement Overview

80. This part of the manual shows how the Grant will be used for processes leading tothe procurement of Goods, Works and Services and how these should be linked to a School Improvement Plan (SIP) showing the expected outputs to be achieved over theperiod of the grant with their corresponding estimated costs and procurement methods.

4.1.1 Applicable Procurement Rules and Controls

81. Procurement under the School Grants will be undertaken in accordance with theWorld Bank's '**Procurement Regulations for Borrowers under IPF'(Procurement Regulations)** dated July 2016, revised in November 2017, August 2018 and Fourth Edition, November 2020 and the **'Guidelines on Preventing andCombating Fraud and Corruption** in Projects Financed by IBRD Loans and IDACredits and Grants', dated July 1, 2016 and other provisions stipulated in the IRISE Financing Agreement.

82. In undertaking procurement activities under the School Grants, the following core principles should be considered and applied at all times:
    - ☐ Economy
    - ☐ Efficiency
    - ☐ Fairness
    - ☐ Transparency
    - ☐ Value for Money (VfM)
    - ☐ Fit-for-Purpose
    - ☐ Integrity

83. The IRISE Project Procurement team will ensure that the World Bank requirements and expected standards are reflected in procurement execution under the SchoolGrants.

84. The SMC is responsible for procurement, subject to the terms of the World Bank Procurement Regulations for Community-Driven Development (CDD) and to such other conditions as may be laid down in the World Bank Procurement RegulationsJuly 2016, revised in November 2017, August 2018 and November 2020 and in theIRISE Financing Agreement.

85. Procurement planning is an important tool for guiding and monitoring procurement under the School Grants system. It is relevant to the success of the School Grantsimplementation. Procurement activities will be grouped into the usual three categoriesof procurement, thus:
    - ☐ Goods and Non-consulting services;
    - ☐ Works; and
    - ☐ Consulting Services.

86. As a component of the SIP, each School shall prepare a procurement plan consistent with its budget. These plans shall be submitted to the MOE through their respective DEOs and CEOs for approval by the SMT.

87. After the SMT's approval, the PDT shall submit all the procurement plans of the 2expansion of JSS to the World Bank for approval. No procurement or disbursementshall commence without the approval of the World Bank. However, procurementplans for the renovation of 156 SSS will not be submitted to the World Bank after theSMT's approval.
88. A procurement audit will be carried out on these 156 SSS for verification of complianceand fiduciary control purposes. Representatives of SMC of all 156 SSS will be trained on procurement filing as each school will keep its own procurement records for procurement audit purposes. The MoE will engage a procurement audit firm to reviewthe school procurement processes and submit its report and recommendations to theWorld Bank for review and approval. The selection process for the engagement of theprocurement audit will be prior reviewed by the Bank. The Terms of Reference of theProcurement Audit can be found in **Annex 6**.

89. All procurement decisions shall be taken by the SMC in session. The SMC shall set upa bid evaluation panel comprising of no less than three (3) and no more than seven (7)persons from among members of the school community to vet and recommend firms for the civil works contract. The recommendation of the bid evaluation panel shall besubject to endorsement by the SMC through a majority vote of the members forming a quorum present at the siting. The school principal and PTA chairperson shall be ex-officials on the bid evaluation panel.

90. The school principal is responsible to ensure that provisions in the Regulations arecomplied with.

4.2 Procurement Methods

91. As indicated in paragraph 80, the school grant can be utilized for these 3 categories of procurement: Goods, Works and Services, all in accordance with the Method andPrior Review Thresholds of the IRISE Project. The grant amount for the two expansionJSS is US$175,000 per school and for the 156 SSS, the grant ranges between US$30,000 and US$55,000. Given the threshold for Request for Quotation for Goods is US$100,000 and Works is US$200,000, the procurement method to be used is Request for Quotation for Goods and Works, and Selection of Individual Consultants (SIC) using a Letter of Invitation format. The procedures for the various categories ofprocurement are described below.

4.2.1 Procurement of Goods

92. Eligible Goods to be procured with the grant include furniture, fixtures, stationery and office consumables. The procedure for procuring these items is explained below.

93. RFQ for Goods procurement is a competitive method that is based on comparingprice quotation from firms. This method may be more efficient for procuring low valueoff-the-shelf Goods whose value is not above US$100,000 (See **Annex 7** for SampleTemplate - Request for Quotation for Goods)**.**

94. The features of RFQ are as follows:

a. It is a letter format asking suppliers to quote
b. It is prepared by the SMC and contains all information needed by suppliersto provide quotations.
c. Quotations should be obtained through advertisement or, when limited competition is justified, through an RFQ to a limited number of qualified suppliers
d. To ensure competition, the SMC should request and receive quotations normally from not fewer than three (3) suppliers.
e. The same document is sent to all suppliers.
f. All firms shall be given sufficient time (at least 10 working days) to prepareand submit their quotations. RFQs shall include the schedule of requirements, technical specifications, quotation validity period, deliveryperiod, delivery destinations, terms of payment, and others. The request shall also indicate the deadline for submission (date, time and place) of quotations and specify the mode of submission.
g. The evaluation of the quotations, recommendations and contract award shall be carried out according to the criteria specified in the RFQ. Theterms of the acceptance of quotation shall be incorporated in the contractually Request for Quotation. The SMC shall keep records of allproceedings regarding RFQs.

95. **Requirement for evaluation of quotations for goods.** The following requirements govern the Quotation evaluation criteria (See Annex 8 for Template for Evaluation of Goods and Works):

a. the evaluation criteria shall be proportionate and appropriate to the type, nature, market conditions, complexity, risk, value and objective of what is being procured;

b. the extent practicable, evaluation criteria should be quantifiable (such as number of years of experience as a primary supplier, number of similar contracts successfully implemented, convertible to monetary terms —e.g. terms of payment and delivery period);

c. the Request for Quotations shall include the complete evaluation criteria and the specific manner in which they shall be applied;

d. only the evaluation criteria, and all the evaluation criteria indicated in the request for quotation document, shall be applied;

e. once the request documents have been issued, any change to the evaluation criteria shall be made only through addenda; and

f. the evaluation criteria shall be applied consistently to all quotations submitted.

96. To achieve value for money (VfM), the evaluation criteria may consider such factors as:

a. cost: evaluation cost of using a methodology that is appropriate to the nature of the procurement including evaluated quotation price, or adjusted quotation price plus the running/recurrent cost over the useful life time of the asset on the net present cost basis (life-cycle costs);

b. Quality: evaluation of quality using a methodology to determine the degree to which the Goods conform to or exceed the requirements i.e technical evaluation;

c. Risk: criteria that mitigate the relevant assessed risk;

d. Sustainability: criteria that consider stated economic, environmental, and social benefits in support of the project objectives; and

e. Innovation: criteria that allow assessment of innovation in the design that gives bidder the opportunity to include, when appropriate, in their quotations, solutions that exceed the requirements or alternative solutions that could deliver better valuefor money (VfM).

97. **Evaluation of cost.** As specified in the request for quotation document, costs areevaluated on the basis of evaluated quoted price. evaluation of quotation includes arithmetic correction, any discounts, and other adjustments specified in the request for quotation document for evaluation purposes, including adjustments for deviation in the delivery/implementation schedule and/or payment terms, and corrections for minor deviations or omission.

98. **Award of contract for goods.** The award of contract for goods must followed the following procedures:
    - ☐ The lowest evaluated offer and the most responsive quotation should be recommended for award
    - ☐ Rank responsive quotations according to price
    - ☐ Prepare brief evaluation report for procurement records
    - ☐ Verify availability of budgeted funds
    - ☐ Prepare a purchase order for signature
    - ☐ Issue purchase order to supplier
    - ☐ Expedite delivery and pay supplier after complete delivery.

4.2.2 Procurement of works

99. This section describes the method to be used for Works for the school using the RFQ method. The process is similar to procurement of Goods (See Annex 9: RFQ for Works). The procurement method to be followed under the Grant Program is explained below.

100. This method may be more efficient than the more complex method of procuringsimple Civil Works of small value under USD200,000 or its equivalent. Civil Works include renovation/rehabilitation of the 156 SSS and construction of classrooms/laboratories for the expansion of the 2 selected JSS.

101. Quotations should be obtained through advertisement or, when limited competitionis justified, through a request for quotations (RFQ) to a limited number of qualified firms. To ensure competition, the SMC should request and receive quotations normally from not fewer than three (3) firms.

102. A firm shall be given sufficient time (at least 10 working days) to prepare and submittheir quotation. RFQs shall include the scope of the Works including technical specifications, engineering designs/drawings and bills of quantities, installment requirements, as appropriate. The request shall also indicate the deadline for submission (date, time and place) of quotations and specify the mode of submission.

102. The evaluation of the quotations, recommendations and contract award shall be carried out according to the criteria specified in the RFQ. The terms of the acceptanceof quotation shall be incorporated in the contractually Request for Quotation. TheSMC shall keep records of all proceedings regarding RFQs.

4.2.2.1 Requirements for Evaluation of Quotations for Minor Works

103. The following requirements govern the Quotation evaluation for minor works:

- the evaluation criteria shall be proportionate and appropriate to the type, nature, market conditions, complexity, risk, value and objective of what is being procured;
- to the extent practicable, evaluation criteria should be quantifiable (such as number of years of experience of construction firms, number of similar contracts successfully implemented, convertible to monetaryterms – e.g. terms of payment and delivery period);
- the Request for Quotations shall include the complete evaluation criteria and the specific manner in which they shall be applied;
- only the evaluation criteria, and all the evaluation criteria indicated inthe request for quotation document, shall be applied;
- once the request documents have been issued, any change to the evaluation criteria shall be made only through addenda; and
- the evaluation criteria shall be applied consistently to all quotations submitted.

104. To achieve value for money (VfM), the evaluation criteria may consider such factorsas:

- **Cost.** Evaluation cost of using a methodology that is appropriate to thenature of the procurement including evaluated quotation price, or Adjusted quotation price plus the running/recurrent cost over the useful life time ofthe asset on the net present cost basis (life-cycle costs);
- **Quality**: evaluation of quality using a methodology to determine the degree to which the Works meets or exceeds the requirements I.e technical evaluation;
- **Risk:** criteria that mitigate the relevant assessed risk;
- **Sustainability:** criteria that consider stated economic, environmental, andsocial benefits in support of the project objectives; and
- **Innovation:** criteria that allow assessment of innovation in the design and/or delivery of the Works that gives bidder the opportunity to include, when appropriate, in their quotations, solutions that exceed the requirements or alternative solutions that could deliver better value for money (VfM).

105. **Evaluation of Cost.** As specified in the request for quotation document, costs are evaluated on the basis of evaluated quoted price. Evaluation of quotation includes arithmetic correction, any discounts, and other adjustments specified in the request for quotation document for evaluation purposes, including adjustments for deviation in the delivery/implementation schedule and/or payment terms, and corrections for minor deviations or omission.

106. Award of Contract for Works procurement

- The lowest evaluated offer and the most responsive quotation shouldbe recommended for award
- Rank responsive quotations according to price
- Prepare brief evaluation report for procurement records
- Verify availability of budgeted funds
- Prepare a Works Purchase Order for signature
- Expedite delivery and pay contractor after completion of the Works.

107. Check-list for Approving the Procurement of Civil Works

- Formal Request from the SMC with budget for works to be procured
- ITB (inclusive of BOQ, Drawings & Technical Specifications)
- Comparison of quotations including minutes by the 7-member panel selected from among the school community members.
- Engineering Estimates from Division of Physical Environment (DPE)
- SIP

108. When undertaking RFQ for Works, a Purchase Order must also be used, using the template in **Annex10**.

4.2.3 Procurement of Services

109. Each beneficiary schools is required to hire one individual consultant (a Clerk ofWorks) to provide technical assistance to school rehabilitation, renovation or expansion. Each SMC is required to use part of its grant, which shall not exceed 10% of the grant total, to hire the Clerk of Works. A Letter of Invitation is issued to consultants that express interest in the service (See **Annex 11:** Sample Letter ofInvitation for Services**).** The procedure for selecting consultants is as described below.

110. Development of terms of reference. The school will prepare the Terms of Reference for Individual Consultant (see template in Annex 12) which will include thefollowing information: (a) the school; (b) Purpose of consultancy; (c) Scope of work: description of services, activities, or outputs; (d) Duration, place where services are to be delivered, delivery dates; (e) Details on how work will be delivered (e.g. electronic, hard copy etc.); (f) Monitoring and progress control, including reporting requirements, periodicity, format and deadlines; (g) Expected travel; (h) Required expertise, qualifications and competencies, including language requirements; (i) If applicable, inputs and/or services to be provided to the individual consultant by the school (such as support services, office space, or equipment); (j) Other relevant information. A sample Terms of Reference for hiring a Clerk of Works is provided in **Annex 12.**

111. **Preparation of cost estimates.** The school will prepare a full Individual Consultant Cost Estimate including the anticipated fee, the expected cost of any official travel required.

112. **Evaluation of submissions.** The school will establish a Selection Panel with a minimum of three persons, paying due regard to the diversity of the panel members.The Selection Panel should apply appropriate selection tools such as one or more of

the following: desk review of resumes, interviews, or review of writing or work samples. The Selection Panel should evaluate and rate the candidates using predetermined criteria in the Letter of Invitation (See **Annex 10** for Sample Letter ofInvitation). The best candidate as determined by the Selection Panel should be selected unless documented reference checks or other reasons support a different conclusion,in which case the reasons for selecting a lower ranked suitable candidate must bedocumented.

113. **Contract negotiation.** The next step is to invite the highest ranked consultant tocontract negotiation. If negotiations are successful, the minutes of negotiation is signed and a draft contract agreed.

114. **Award of contract and contract signing.** Once the SMC approves the minutesof contract negotiation, unsuccessful consultants are notified of the intention to award contract to the successful consultant. Thereafter the contract is signed by both parties.

4.3 Keeping Good Procurement Records

115. **Essential procurement records**. All procurement documentations for each procurement undertaken must be kept by the SMC in the School Improvement Grant Folder. This documentation includes:

- Approved Annual Workplan
- Updates to the School Procurement Plan
- Request for Quotations issued by the school (minimum of three per activity)
- Copies of Quotations received, and minutes of bid openings
- Evaluation reports
- Works Order
- Minutes of site meetings
- Interim Payment Certificates
- Copies of all letters to contractors
- Completion Certificates
- Copy of Payment Voucher

116. Copies of all of this documentation must also be sent to the CEO, via the DEO, atthe end of each tranche for monitoring.

4.4 Anti-Fraud and Corruption Policy on Procurement

117. **Purpose.** The Bank's Anti-Corruption Guidelines and this annex apply with respectto procurement under Bank Investment Project Financing operations.

118. **Requirements -** The Bank requires that Borrowers (including beneficiaries of Bank financing); bidders (applicants/proposers), consultants, contractors and suppliers; anysub-contractors, sub-consultants, service providers or suppliers; any agents (whetherdeclared or not); and any of their personnel, observe the highest standard of ethics during the procurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud and Corruption.

119. To this end, the Bank defines, for the purposes of this provision, the terms set forthbelow as follows:

a. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;
b. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;
c. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influenceimproperly the actions of another party;
d. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;
e. "obstructive practice" is:
    - deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements toinvestigators in order to materially impede a Bank investigation into allegations of a corrupt, fraudulent, coercive, or collusive practice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or
    - acts intended to materially impede the exercise of the Bank's inspection and audit rights provided for under paragraph 120 below.

120. Rejects a proposal for award if the Bank determines that the firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub-contractors, service providers, suppliers and/ or their employees, has, directly orindirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practicesin competing for the contract in question;

121. In addition to the legal remedies set out in the relevant Legal Agreement, may takeother appropriate actions, including declaring misprocurement, if the Bank determinesat any time that representatives of the Borrower or of a recipient of any part of the proceeds of the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of the contractin question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failingto inform the Bank in a timely manner at the time they knew of the practices;

122. Pursuant to the Bank's Anti-Corruption Guidelines and in accordance with the Bank'sprevailing sanctions policies and procedures, may sanction a firm or individual, eitherindefinitely or for a stated period of time, including by publicly declaring such firm orindividual ineligible (i) to be awarded or otherwise benefit from a Bank-financed

contract, financially or in any other manner;1 (ii) to be a nominated2 sub-contractor,consultant, manufacturer or supplier, or service provider of an otherwise eligible firmbeing awarded a Bank-financed contract; and (iii) to receive the proceeds of any loanmade by the Bank or otherwise to participate further in the preparation or implementation of any Bank-financed project;

123. Requires that a clause be included in bidding/request for proposals documents and incontracts financed by a Bank loan, requiring (i) bidders (applicants/proposers),consultants, contractors, and suppliers, and their sub-contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect[3] all accounts, records and other documents relating to the procurement process, selection and/or contract execution,, and to have them audited by auditors appointed by the Bank.

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

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

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

5.0 FINANCIAL MANAGEMENT GUIDELINES

5.1 School Annual Budget

124. As part of the SIP, an annual budget must be prepared by the SMC chaired by theschool principals of each school in accordance with the SIP template provided, and based on the allocated IRISE School Improvement Grant amount the school will receive. The annual budget should be prepared and submitted two weeks to the PDT for inclusion in the overall project AWP& budget. It shall accompany the SIP, follow the same approval process as the SIP, and its execution cycle remains the same as theSIP for SMT and World Bank clearance and approval.

125. CEOs will provide a price list of items commonly required by schools to assist schoolsin developing their annual budget for the SIP.

5.1.1 Objectives of the school annual budget

126. The school annual budget will serve the following purposes:

- It will determine for each year the detailed plan, in both quantitative and financial terms, for the activities of the school relating to the use of the Grant funds;
- It will provide the basis of determining the fund requirements for each works,goods, operating costs as well as cost of contracting the services of a clerk ofworks to be procured by the school for a given year;
- It will inform the Ministry of Education and County officials of the results theschools are expected to achieve each year;
- It will provide the basis for monitoring performance during the year.

127. Before the start of the academic year, each school is required to submit its SIP for the academic year to the DEO for onward submission to the CEO for endorsementwhich will be sent to the SMT for approval via the PDT before the first tranche offunds will be released to the school bank account. Disbursement of the last two tranches (40% and 10%) to the school bank account shall be subject to submission ofa progress report that shows the level of progress achieved and evidence of eligible expenditures. The second tranche (40%) of funds shall be disbursed to the school bankaccount only when there is convincing evidence to show at least 45% completion rateof the activities in the SIP, and the third and final tranche (10%) of funds shall bedisbursed only when there is convincing evidence to show that at least 85% completion rate of the activities in the SIP.

5.1.2 Budget revision

128. The SIP, including the annual budget and the procurement plan, may be revised at any time during the academic year but should not include new categories of items unlessto address emergencies. Emergency changes to the SIP, and all changes that result ina variance of 20% or more of the total IRISE School Improvement Grant amount must be approved by the CEO and endorsed by SMT before these changes are implemented.

5.2 Bank and Cash Management

5.2.1 Opening school bank accounts

129. Requests to open a bank account in the name of the school shall be made to theCEO through the DEO in writing by the Principal. The account shall be domiciled inthe closest available bank.

130. The IRISE School Grant Focal Person shall work closely with Ministry of Finance and Development Planning (MFDP) through the Project Financial Management Unit (PFMU) and with the concerned bank(s) to create a separate bank account for each beneficiary school and to disburse or deposit the grants to these school accounts on behalf of the schools. Grants shall only be disbursed to school accounts, not individualaccounts. The first transfer of grant funds to each beneficiary school shall be conditional to the presentation of proven evidence of the opening of the school grantbank account.

131. The amount disbursed to each school account will be in accordance with the school'sgrant allocation amount in the Project Appraisal Document (PAD) and shall only be disbursed after confirmation that the school is eligible to receive, using the eligibilitycriteria described in section 2.3 of this Grant manual, which includes, among other things, the SMT-approved SIP.

5.2.2 Replenishment of the school bank accounts

132. Subject to the approval of SIPs, the IRISE School Improvement Grant will be disbursedto the school account in three (3) tranches - 50%, 40% and 10%. The Ministry of Education through the MFDP will transfer the eligible Grant amounts into school accounts. Disbursement of a tranche shall be subject to satisfactory compliance withthe guidelines in this Manual. Schools will be informed of the exact amounts they areeligible to receive at each tranche before the funds are transferred to the schoolaccount.

5.2.3 Procedures for bank related transactions

133. Bank Accounts for schools shall be opened in the name of the school at the closest local bank.

134. Bank transaction documentation

- A cash book or ledger shall be maintained to record all transactions relating to receipts and payments at the bank. A cash book template isprovided in **ANNEX 13**: CASH BOOK
- All bank documentation such as examples of signatory cards, bank statements, etc. shall be kept in a secure location.
- Collection of money and documents from the bank must be restricted to delegated finance personnel only.

135. Checks and Electronic Funds Transfer (EFT)

- At least two signatories are required at all times to sign checks from theschool bank account:
    - Signatory A shall be the PTA Chair
    - Signatory B shall be the Principal

- Signatory C shall be the District Education Officer

- For the bank to accept and process a check from a school's bank account,**the check must be signed by the PTA Chair** and have a second signature from the Principal (signatory B). In the absence of Principal (signatory B), the DEO (signatory C) can sign with the PTA Chair (signatory A).
  - Blank checks should never be pre-signed under any circumstances.
- Check books are to be kept secure by a specified responsible person with restricted access exclusively.
- Cancelled checks are to be retained, crossed or marked "cancelled" and stored securely.
- All checks received on behalf of the school should be deposited in theschool's bank account promptly and not more than 3 working days after receipt.

136. **Bank reconciliation.** There shall be a monthly reconciliation of school accounts undertaken not later than 7 working days after the end of the month. The monthly reconciliation should be prepared by the SMC. A reconciliation form is provided inANNEX 14: BANK RECONCILIATION STATEMENT template.

137. Procedures for Receipt of Cash/Checks

- A receipt shall be issued for all cash/checks received by the school.
- All cash/checks received shall be deposited in the school's account/petty cash vault promptly and within at most 3 working days.
- The cash/checks received shall be recorded in the cash book/ledger.

138. **Check payment process**. When all of the documentations have been completedfrom the procurement stages (see Procurement Guidelines), the next action is makingthe payment. Check payments should be used wherever possible when making payments from the school's bank account.

139. The following steps must be followed when preparing a check payment:

- Registrar/Cashier completes a payment request form (template in ANNEX15: PAYMENT REQUEST FORM)
- Payment request form is reviewed by the PTA Chair and then approvedby the School Principal
- A payment voucher (template in ANNEX 16: PAYMENT VOUCHER) is prepared in the name of the Payee/Vendor by the cashier/registrar. The payment voucher should include:
  - the purpose of the payment;
  - the check number (after the approval of the voucher);
  - the amount in words & figures;
- The following documentation should be attached to the payment voucher:

- Copy of the approved payment request (which authorized the Works be procure)
- Copies of three quotations from reputable vendors
- Vendor selection evaluation report (to show how vendor was selected – see Procurement Guidelines for evaluation report template)
- Copy of Approved Purchase Order (PO) to the vendor (see Procurement Guidelines for PO template)
- Delivery Note/ Interim payment certificate/Completion Certificate and Invoice from the vendor for Works completed

- The payment voucher should be reviewed and signed by the Vice Principalfor Administration (VPA) to ensure all information and supporting documentation is complete and appropriate.
- The reviewed payment voucher is taken to the Principal for approval.
- When the payment voucher is approved, a check is prepared by the cashier in the payee/vendor's business name. **No check should be prepared until the payment request is approved.**
- The prepared check is taken to the PTA Chair and Principal for signature and/or taken to the DEO for signature and approval. When the check issigned by the PTA Chair and Principal or DEO, it is issued to the payee/vendor.
- The vendor must issue an official receipt and sign for the check before thecheck is released. The check number and the date it was received shouldbe written on the receipt and signed by the vendor.
- The transaction should be recorded in the cash book/ledger immediately after the check is released.

140. **Filing of the documents.** When the payment process has been completed, the cashier must file the documents**.** The payment vouchers with all of the supporting documents attached should be stamped "**PAID**" and filed. Transactions should be filedper month for ease of reference.

5.2.4 Petty cash management

141. The Registrar/Cashier to the school may maintain a Petty Cash account at the schoolto facilitate the payments for minor activities. The Petty Cash must be managed according to the guidelines below.

- The petty cash ceiling at the school shall be Two Hundred Fifty UnitedStates Dollar (USD250.00) in any one calendar month.
- The School Principal shall be responsible for the security, balancing and replenishment of this Petty Cash.
- The petty cash may be replenished to the ceiling amount when the cashbalance falls to 25% of this ceiling level.

- Wherever possible payments from the school's bank account should bemade by check. Schools should minimize funds kept as petty cash to reduce risk.

142. Procedures for payments from the petty cash ceiling

- Petty cash requests per transaction shall not exceed USD25.00. Payments exceeding this amount shall be done through checks following the procedures outlined in paragraph above for check payments.
- All purchases via the petty cash system must be eligible under the categories of items that can be purchased with IRISE School ImprovementGrant funds as set out in the General Administrative Guidelines, and mustbe included in the school's SIP. Purchases via the petty cash system whichare not acceptable expenditure under the IRISE School Improvement Grant and which are not included in the school's SIP will be charged backto the School Principal who approved the expenditure.
- The Cashier/Registrar must ensure that the petty cash is kept in a securelocked place and must validate and reconcile the petty cash amount weekly.
- A written report detailing any discrepancies in the petty cash must be sentto the School Principal within 24 hours of knowledge of the discrepancy. The School Principal must investigate the discrepancy and forward a written report to the responsible officer at the school within 24 hours.
- The report must outline the amount of the shortage and the steps being taken to discover the reason for the shortage. Petty cash shortages will beborne by the cashier by way of immediate cash payment.
- The petty cash will be subject to regular and surprise independent checksby the PTA Chair and a reconciliation of the petty cash ceiling shall include all monies on hand at the time. All attached supporting documents must be stamped "**paid**" or "**cancelled**", and must be signed and dated by the cashier after the transaction has been completed. Official receipts collected from third parties in respect of payment should be attached to the payment voucher.

143. **Replenishment of petty cash**. Replenishment of petty cash will be done by preparing a summary report which gives details of petty cash spent (requests, vouchers, receipts plus payments) and the amount of petty cash on hand. When cashon hand has been reduced below 25% of the petty cash ceiling level for the school,the cashier must commence the process to obtain cash from the bank. The cashiershall keep a total of all petty cash vouchers included in the reimbursement.

5.2.4.1 Procedure for disbursing petty cash

144. The procedures that must be followed for requesting and disbursing petty cash are:

- The requesting individual should complete a Petty Cash Request form (**ANNEX** 17: PETTY CASH REQUEST FORM**17**) detailing the items required to be purchased using petty cash.
- Each Petty Cash Request should be reviewed by the PTA Chair, whowill sign the request if it is reasonable and an eligible use of IRISE School

Improvement Grant funds. Thereafter the request should be sent tothe School Principal for approval.

- On approval of the Petty Cash Request, the cashier must prepare aPetty Cash Payment Voucher (**ANNEX 18**: PETTY CASH PAYMENT VOUCHER), which must be reviewed and signed by theVice Principal for Administration (VPA), and then approved and signedby the School Principal before the petty cash is disbursed. The petty cash vouchers should be filed serially on a monthly basis.
- A receipt must be signed by the person requesting the petty cash onreceipt of the amount requested, and the signed receipt must be keptwith the petty cash voucher.

5.3 Fixed Assets Register (FAR)

145. Fixed assets are tangible assets that have been procured and held for use by theschool over a period exceeding one accounting year. Such assets will include furniture,for example, and any materials that were acquired in the previous year. The FAR hasto be in line with the SIP provided by the SMC.

5.3.1 Maintenance of fixed asset register

146. A FAR shall be maintained for recording all fixed assets procured for each school.

- The register shall contain detailed information concerning each asset as contained in the sample FAR in **ANNEX 19:** FIXED ASSETS REGISTER template.
- The assets shall be code-numbered for proper identification as to categories and location.
- The FAR shall be designed to accommodate additions and disposals ofassets.
- A summary of fixed assets shall be extracted from the FAR and form part of the school's Financial Reports.
- A Fixed Assets Verification exercise shall be conducted each semester to ascertain the existence, custody, location, ownership and conditions of the school's fixed assets.

5.4 Reporting

147. Financial reports are tools used to assist in managing and monitoring school activities. The following financial reporting procedures shall be followed by all schools:

- All schools shall submit to the District Education Office at the end of eachsemester Financial Reports not later than 14 days after the end of each semester.
- Financial Reports shall include, but not be limited to, the following:
  - Cash Book
  - Payment Request
  - Payment Voucher

- Petty Cash Request
- Petty Cash Payment Voucher
- Bank Reconciliation Statement
- Fixed Asset Register
- Budget Monitoring Report (**ANNEX 20**: *BUDGET MONITORING REPORT (this should be used by the monitors)*

148. Kindly use various templates provided in the annexes of this Manual for the relevantreports.

5.5 Internal Financial Control

149. An internal financial control process shall be implemented by all schools to provide assurance of:

- Effectiveness and efficiency of operation;
- Reliability and integrity of financial and operational reporting;
- Compliance with applicable laws and guidelines; and
- Transparency of operations to stakeholders and beneficiaries.

150. The internal financial controls structure of schools will consider the following elements:

- Control procedures;
- Risk management
- Information and communication
- Monitoring
- The control environment

5.5.1 The filing system for the Grant financial documentation

151. Transactions are the focus of the filing system for the IRISE School ImprovementGrant financial documentation as they represent exchanges of assets and services between the school and the public. A focus must, therefore, be to ensure that transactions are initiated and processed in a way that follows the procedures set out in these guidelines and that prevents misstatements and promotes transparency.

152. The school filing system for the Grant financial documentation shall therefore

- Identify and record all bank and cash transactions of the school that occurred in the current period;
- Ensure that recorded assets and liabilities are the result of transactionsthat produced rights to or obligations for those items;
- Measure the value of transactions in a way that allows their proper monetary value to be recorded;
- Capture sufficient detail of all transactions to allow their proper presentation in the financial reports;
- Provide appropriate, timely and accurate information to the school forefficient implementation management; and

- Ensure effective communications with IRISE School Improvement GrantUnit, Supervisory Agencies, suppliers, etc.

153. The school's filing system for the IRISE School Improvement Grant financial documentation must provide the audit trail for each transaction.

5.5.2 Control procedures

154. Control procedures shall include application controls including proper authorization, appropriate documentation and independent checks, segregation of duties, physical controls and performance reviews.

155. Authorization procedures shall ensure that all transactions are authorized by peopleacting within their authority as set out by these guidelines.

156. Documents and records shall have reference to the source documents which provideevidence of transactions, the applicable price, description and terms and conditions of the transaction. Documents and records will be designed and pre-numbered to maintain control, accountability and to ensure that they capture all relevant information and authorizations. The pre-numbering of documents and records will facilitate the recording of all transactions and prevent duplication of transactions.

157. Duties within the school should be segregated so that the work of one individual automatically provides a cross check on the work of another such that there are addedbenefit of an independent check results.

158. Signatories to the school bank account must compare the amounts on checks prepared by the cashier/registrar with amounts on supporting documents before signing the checks.

159. Supporting documents and payment vouchers must be initialed by the signatories asevidence of performance of independent checks.

160. **Segregation of duties**. Essential to the control system is the concept of segregationof duties. Every financial transaction involves five steps:

Step 1: Request i.e. request to procure/purchase

Step 2: Approval i.e. authorized personnel approve request

Step 3: Authorization i.e. approval to procure/purchase, issuance of purchase order, to make payment

Step 4: Execution i.e. procuring/purchasing, receiving and payment Step 5:

Recording i.e. accounting

161. No one person should handle all aspects of a single transaction from start to finish.For each transaction the responsibility for authorization, accounting for and custody of the related assets must be separated.

162. The custody of assets must be separated from the responsibility for accounting for these assets. For example:

- The person who maintains the inventory records should not also be receiving or issuing supplies.

- A Cashier/registrar should not have responsibility for recording orentering the accounting entries in the ledger, the VPA should take on this responsibility.
- The authorization of transactions must be separated from the custody of related assets.
- The storeroom staff distributing supplies should not also be able toapprove the distribution of supplies.
- Cashiers/Registrar cannot be authorized to approve cash disbursements.
- The School Principal approving purchase of supplies may not also keepthe school supplies inventory.
- The authorization of transactions must be separated from the accounting for the transactions. For example, check signers should notalso be authorized to approve accounting transactions.

5.5.3 Fraud and corruption

163. There may be occasions when internal financial control systems fail to prevent lossesthrough theft, fraud or other irregularities.

164. Fraud is defined as a deliberate, improper action, which leads to financial loss to theschool. This includes theft of goods or property; falsifying expenses claims; and falsification (or destruction) of records to conceal an improper action. Fraud does notinclude accounting errors, actions condoned by established practice, and cases whereno loss is incurred.

165. Other irregularities include unauthorized activities for private gain: e.g., 'borrowing' from petty cash.

166. It is the responsibility of all persons to report any suspicion of fraud. Anyone whohas a suspicion of fraud should communicate that suspicion without delay to the schoolprincipal or PTA or, if appropriate, to the deo and/or the CEO.

6.0 MONITORING AND EVALUATION OF THE GRANT

6.1 National Monitoring and Evaluation Plan of the MoE

167. There shall be a national monitoring and evaluation framework and plan developedby the School Grant Unit in collaboration with the M&E Unit with support from thePDT. The MoE Central Office shall monitor compliance with all financial, procurement and general implementation regulations including E&S safeguards as set out in this Grant Manual using said framework and plan. All monitoring activities by the MoECentral Office under the Grant shall be funded from the operations budget underComponent 4 of the Project.

168. The CEOs, supported by the County Education Office professional staff, shall monitordistrict-level administration of the school grants also using the framework mentionedabove.

169. There shall be follow-up monitoring of issues identified during regular monitoring visits to ensure that issues raised regarding further support are adequately addressed.CEOs, supported by their respective County Education Office professional staff, will work with DEOs to ensure follow up of issues arising from monitoring. Provide support to school principals and SMCs to improve compliance and performance.

6.1.1 Levels of monitoring and inspection

170. **MoE Central level:** The PDT will conduct unannounced biannual monitoring to allschools receiving the IRISE School Improvement Grant. Monitoring on noncompliance shall be made continuously to ensure schools are following the agreed plan. There willalso be an independent verification agent (IVA) and External auditor that will be monitoring schools receiving the Grant to ensure accountability compliance.

171. **County level**: The DEOs will provide monitoring report on the use of school improvement grants. The verification will also include discussions with the PTAs. Noncompliance may lead to the cancellation of future funding for the school.

172. **School level**. After the grant funds have been received, the smc should hold a meeting to discuss how to measure achievements of the sip and monitor school worksactivities. The smc should appoint monitors and ask them to make regular, unannounced visits to the school, to check school improvements resulting from sip. Smc school monitors must report their findings back to the smc for discussion andaction where required.

173. The DEO and CEO shall conduct cluster Monitoring of all schools receiving IRISE School Improvement Grant Funds.

174. The MoE will conduct school quality improvement assessments in accordance with the Monitoring and Evaluation framework put in place at the Project Delivery Unit (PDT). Maintain a database with all school improvement grant allocation data, and undertake assessment and surveys on disbursement, utilization and impact of SIG funding.

6.2 Fraud and Complaints

175. The program shall put mechanisms in place to prevent fraud and corruption. Thesub-sections below highlight how the program will strive to achieve this goal.

6.2.1 Conflict of interest

176. The WB requires that Service Providers provide professional, objective, and impartialadvice and at all times hold the Client's interest paramount, strictly avoid conflicts with other assignments or their own corporate interests. No stakeholders shall promotepersonal gains at the expense of the project. In all procurement processes, no party involved in the School Development Grant Program will encourage the procurement of Works for their personal gains. At any given time, a stakeholder must immediatelydeclare if there is a conflict of interest. A failure to declare will lead to serious punishment (to be decided) by the central MoE.

6.2.2 Reporting fraud

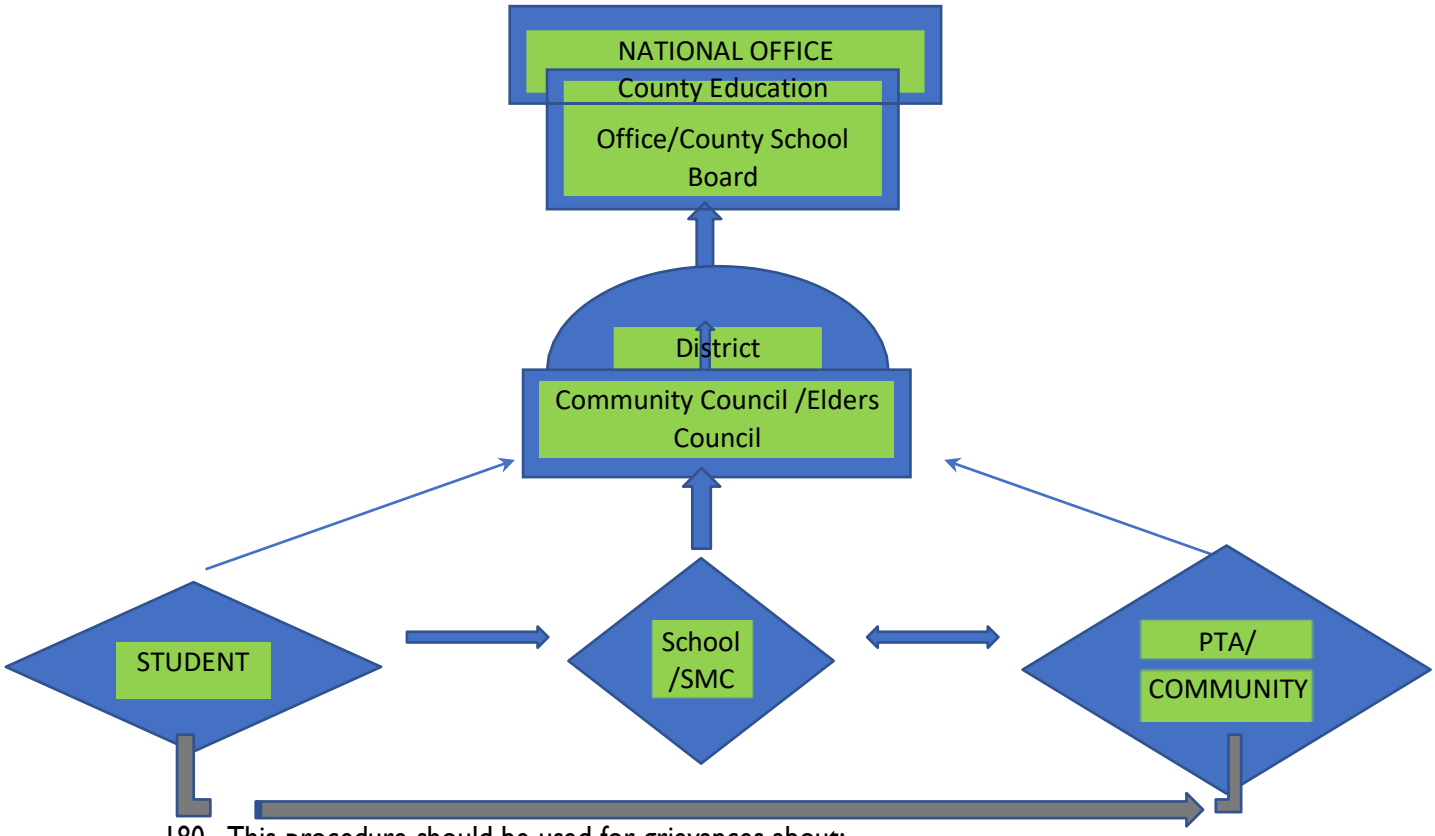
177. If, at any time during the procurement of Works, there are discrepancies with the keeping of records, reporting and/or money, the school administrator must report theissue to the DEO immediately. In the event there is suspicion of fraudulent activities between the supervisor (DEO) and the supervisee (school administration), an oralreport must firstly be made directly to the MoE (Call Center on this number 1416 or any contact at the IRISE School Improvement Grant s office) followed by a writtencommunication.

6.2.3 Making Complaints

178. A full description of addressing complaints is addressed in the section below onGrievance Redress Procedures.

6.2.4 Grievance redress procedures

179. The grievance redress mechanism is a step by step process an individual follows to get his or her complaint addressed by schools, districts, counties and national authorities where applicable. See diagram below.



180. This procedure should be used for grievances about:

- Misuse of school grants (misapplication of funds, lack of consensus on expenditure items, breach of procedures in grant application, etc.
- School facilities (misuse or illegal use of school facilities, encroachment on school properties, actions that pose insecurity to students and or school staff,etc.)
- Poor school management
- Complaints related to study and exploitations by the school authority or teachers

181. This procedure does not apply in the case of:

- Teacher's salary;
- Available number of teachers;
- Personal matters not directly related to the above.

182. The above issues are to be resolved through other peaceful means other than theGRM. Issues that are ethical in nature (e.g. Illicit student-teacher relationships) will be covered under the Code of Conduct.

183. Every effort should be made to discuss grievances at the community level and incommunity meetings through the leadership, as this will ensure increased communityparticipation in the management of schools. Upon resolution of complaint findings, recommendation and solution should be documented and filed at the County Education Office and subsequently submitted to the national office for policy formulation where necessary. Such file shall include a complaint log kept by the SMC.

6.2.4.1 Informal procedures

184. Direct approach by an individual with authorities of the school on issues or complaints should be made first through face to face contact, phone calls, text or through email where necessary and applicable. He/she should endeavor to resolve thematter by a direct approach with the school principal.

185. Where a complainant requests an audience with school authorities, it should begranted within five (5) working days unless it is impossible due to sickness or otherunavoidable absence. This time scale may vary by agreement between both parties.

186. Once such an approach has been made, the appropriate senior school member orPTA Chair should seek to resolve the problem and documentation of said problemresolution kept at the school with copy sent to the District Education office by theprincipal or the PTA/community chairperson.

187. If the matter is not resolved the complainant should proceed to the communitycouncil or elders for resolution in that order until the central office or national level.

6.1.1.2 Formal procedures

188. Where the matter has not been resolved through informal means, the complainant should submit a formal written notice of grievance and the solution being sought usingthe form supplied at annex 5 appendix 1 to this document. This may be sent directly by the person(s) raising the grievance to the principal, with a copy sent to the DEOby the principal or the PTA/community chairperson. Text messages can be used for rural schools.

189. Such person(s) should seek advice or guidance from the community, PTA or SMCprior to such a submission. The grievance redress officer (principal or PTA/community chairperson) has five (5) working days to address the grievance and notify the DEO.

190. The DEO should follow up immediately upon receipt of notification to verify that thegrievance has been addressed in the stipulated time (in five (5) working days). If not resolved, the DEO should proceed within five working days from the date of notification to the community and the school for investigation on why the grievance has not been resolved and find ways and means in resolving the issue impartially; in that order until the central level and the World Bank, respectively.

191. In the event the issue is resolved, detailed completed on the agreed resolution shouldbe kept at the school with copies filed at the District and County Education offices.

192. Where a more detailed response is necessary or further investigation required, the DEO may appoint an investigation team to look into the grievance comprising theSMC, PTA and Community leadership. If the grievance is aimed at one or more potential members of the investigation team (comprising male and female members),the DEO will appoint a neutral body from the district level comprising district level education personnel, community leaders, PTA and women leaders.

193. On receiving the report from the investigation team, the findings will be discussed with both parties by the DEO and seek to resolve the matter at that level. If the matteris resolved at that level, a final written response should be communicated to all parties and this communication should include:

- A summary of the grievance;
- Details of the investigation;
- Decision reached.

194. If the complainant remains dissatisfied, an appeal should be made at the level of theCEO with all documentation. During this process, the CEO has five (5) working daysto respond to the complainant upon receipt of the appeal. The CEO will conduct an appeal hearing meeting within ten (10) working days of the appeal with one or more members of the County School Board, one or more community leaders/elders, schoolauthorities and the DEO present.

195. The following procedure will apply at the hearing.

- Establish the facts;
- Allow the complainant to make full presentation of the grievance;
- Allow the school authorities to provide responses to the complaints made;
- Before the CEO panel considers their decision, both parties should withdraw.
- A final decision should be made based on the evidence provided.
- The panel should decide whether further action is necessary as a result ofthe investigation.

196. The CEO should include a summary of grievance response and decision made during his/her bi-annual reports which are submitted to the central MOE Department ofInstruction. Similar reports should be generated from the Principals and DEOs foronward submission through the CEO bi-annual report.

197. There should be a feedback whereby the MOE supports and encourages the peacefulredress of grievances at the different levels.

Annex 1: COMMUNITY CONSULTATION AGENDA

Plan meeting

The SMC must plan a community consultation meeting to inform and consult the community. They should appoint someone to take minutes at the meeting to be included inthe school grant meetings minute book. The meeting should include:

- school staff (male and female)
- parents
- school students, including female students
- local community leaders and supporters of the school.

It is important for this meeting to be held at a time and place that is convenient for peopleto attend and that as many parents and community members as possible are invited to attend this meeting. Agenda items should be sent to the community members 2-3 days before the meeting day/date.

Holding the meeting

The meeting facilitators start the meeting by welcoming people and making introductions.Then the facilitators should go through the following meeting agenda items:

Meeting Agenda Item # 1 – Introducing the IRISE School Improvement Grant Program

The meeting facilitators should explain the IRISE School Improvement Grant s Program bycovering the following points:

What is the IRISE School Improvement Grant s Program?
What are the key features of the IRISE School Improvement Grant s Program?Who is eligible to receive a School Development Grants?
What are the responsibilities of different levels for the School Development GrantsProgram?
How much is the School Development Grants?
What can the School Development Grants be spent on and not be spent on?Annual review

It may be important to ensure that community members are informed that the school grantis not meant to replace any existing and ongoing funding that is provided to the school by parents and the community.

Facilitators should open the floor to questions.

Meeting Agenda Item # 2 – Selecting the SMC

If the school does not already have a SMC in place, then the community should identify andagree on which individuals should be part of the SMC, in line with the composition of the SMC stated in the IRISE School Improvement Grant Manual.

Meeting Agenda Item # 3 – School Improvement Plan (SIP)

The meeting facilitators must give a short summary of how the School Improvement Planwill be developed and implemented.

Remind participants what may or may not be included in the **School Improvement Plan**

Meeting Agenda Item # 4 – Establish priorities for SIP

The aim of this part is to identify the priorities of the community for improving the schooland decide how the school grant may be used to support this.

Facilitate discussion of concerns, priorities and what the community would seek toinclude in the SIP

If there is a blackboard in the meeting room, then the facilitators should list thesuggestions made so that everyone can see what is proposed.

It is important for participants to be given time to discuss and agree on the priorities.

Once there is consensus on what should be included in the SIP, this should be documented and inform the work of the SMC in finalizing the SIP. The same information must be placed on the School Development Grant Public Notice Board.

Meeting Agenda Item # 5 – Signing the attendance register

The last item of the meeting is signing the attendance register. All participants must writetheir name and sign a form.

After this is done the facilitators can end the meeting by thanking participants for theirsupport.

At the end of the meeting the minute taker must write the minutes of the meeting andthese must be put on the School Improvement Grant Public Notice Board.

Annex 2: SCHOOL IMPROVEMENT PLAN TEMPLATE

School details

Name of school ----------
School code Location of school: ----------

Town ----------
District ----------
County ----------

Principal's name ----------
Phone number PTA chair name: ----------

Phone number----------
Date ----------*Month* ---------- *Year* ----------

School grant details

*Total school grant amount: USD*_____
*First tranche school grant amount: USD*_____
*Estimated/actual school grant amount for second and third tranches: USD*_____

Composition of SMC

Name	Representing	Email	Phone Number

Dates of meetings to discuss the SIP

Date	*Type of meeting (Community, SMC, PTA etc.)*	*Number present (Men/Women/Boys/Girls)*	*Evidence of meeting and decisions*

Purposes of our SIP

#	Aspects of the school that need to be improved	What we want to do (Actions and required items)	Evidence of completing these actions

School Improvement Plan Budget

Purpose # from above	Item	Quantity	Unit cost	Total cost
TOTAL:				

Procurement plan

Item	Contract ID*	Estimated cost	Procurement method	Date of Invitation to Bidders/ Consultants	Date of Contract signature	Expected completion
Goods/Works & Non-consulting Services						
Consulting Services						
MINOR REPAIRS						

*To be entered once contract has been issued and signed

Signed by all SMC members

1. Signature: ---------- *Name:* ----------
2. Signature: ---------- *Name:* ----------
3. Signature: ---------- *Name:* ----------
4. Signature: ---------- *Name:* ----------
5. Signature: ---------- *Name:* ----------
6. Signature: ---------- *Name:* ----------
7. Signature: ---------- *Name:* ----------

Attested and stamped by District Education Officer(

Signature: ----------

Name: ----------
Date: ----------
Endorsed and stamped by the County Education OfficerSignature: ----------
----

Name: ----------

Date: ----------

Approved by Deputy Minister for Planning, Research & Development on behalf of SMTSignature: ----------

----
Name: ----------
Date: ----------

Annex 3: GRANT AGREEMENT BETWEEN THE MINISTRY OF EDUCATIONAND SCHOOL

This School Grant Agreement (hereinafter "the Agreement") is made this ……. day of the month of …….2021, between, on the one hand, Ministry of Education (MOE), represented byProf. D. Ansu Sonii, Sr, of Ministerial Complex, Congo Town, Monrovia, Liberia (hereinafter called the "Grantor") and, on the other hand, [name of School] (hereinafter called the "Grantee") isentered into and effective as of the date of last signature herein (the "Effective Date"). Together hereinafter referred as "Parties", or each individually as a "Party".

WHEREAS, the MOE through the Government of Liberia has received a grant of USD 47 million dollars from the International Development Association (IDA) to implement the Improving Results in Secondary Education (IRISE) Project (hereinafter "the Project"), and includes a School Development Grant subcomponent (hereinafter called "the Grant") designed to support improvement of the physical learning environment in all the 156 public and community seniorsecondary schools (SSS) across the length and breadth of Liberia through renovation and rehabilitation, procurement of furniture and fixtures, and expansion of the physical infrastructureof two junior secondary schools (JSS) in selected districts to SSS;

WHEREAS, the implementation of the Grant will adopt a community-based empowerment approach (CEA) to ensure not only an effective participation of local authorities and stakeholders, but also, that the impact of the intervention triggers growth and development in the local economy, the Grant will be administered individually by School Management Committees (SMCs), each of which comprise the students as ultimate beneficiaries of the intervention, the school administration, the Parent-Teacher Association (PTA) women representation, youth representation and local government administrators in the communities where the schools are located;

WHEREAS, the Grantee is a school which submitted the SIP to the MOE;

WHEREAS, the MOE has approved the SIP and wishes to provide support to the Grantee on thefollowing terms and conditions:

Article 1 – Purpose of the Grant

1.1 The MOE offers to the School an educational grant for implementation of the SIP specified in article 2 ("the Grant").

1.2 The School has agreed the Grant should be used in respect of the SIP.

1.4 The Grant will not be used for:

a) Construction of new school campuses
b) Fuel (other than for approved travel under administrative costs)
c) Weapons and ammunition
d) Prohibited drugs, alcohol and tobacco
e) Spending on Gala Day programs or other celebrations

1.5 The School shall use the Grant only for the SIP described above. Any change in the intended useof the Grant must be communicated in advance to the MOE in writing and meets the written approval of the MOE;

Article 2 – The Grant

2.1 Subject to the provisions of the Agreement, the MOE shall disburse the agreed funds to the order of the School, the sum of amount in words USD (amount in numbers) (the "Grant"), to supportthe Grantee as set forth in article 1 and the Disbursement Schedule as specified in the Grant

Manual. It is understood that the Grant shall be all inclusive and final and the MOE shall not beliable to disburse any additional funds under this Agreement.

2.2 *Payment will be made to the Grantee within thirty (30) days of signature of this Agreement by both Parties to the following account of the Grantee:*

School bank account name:

Name of bank:

Sort code:

Account number:

Article 3 - Implementation

The Grantee shall: (a) carry out the SIP with due diligence and efficiency and in accordance with sound technical, environmental, social, financial, and managerial practices; and (b) maintain adequate records to reflect, in accordance with sound accounting practices, the operations,resources and expenditures relating to the SIP.

Article 4 – Procurement

3.1 The Grant Recipient shall ensure that all use of Grant funds for procurement in compliance with:

a) the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017, August 2018 and Fourth Edition, November 2020; and

b) the Bank's Anti-Corruption Guidelines and its prevailing sanctions policies and procedures as set forth in the Bank's Sanctions Framework, all as set out in the SIP.

Article 5 – Financial Administration

5.1 The funds will be managed in accordance with the IRISE Project Financing Agreement. In particular, the Grantee shall:

(a) maintain policies and procedures adequate to enable it to monitor and evaluate in accordance withindicators acceptable to the World Bank, the progress of the SIP and the achievement of its objectives;

(b) (i) maintain a financial management system and prepare financial statements in accordance with consistently applied accounting standards acceptable to the MOE and the World Bank, both in a manneradequate to reflect the operations, resources and expenditures related to the SIP; and (b) (ii) at the MOE's or the World Bank's request, have such financial statements audited by independent auditors acceptable to the World Bank with the ToRs accepted and cleared by the World Bank, in accordance with consistently applied auditing standards acceptable to the World Bank, and promptly furnish the statements as so audited to MOE. In particular, the Grantee shall (i) on a monthly basis, prepare bank reconciliations and furnish them to MoE by the 15th of each month. The MoE shall submit the bankstatements as part of the IFRs. Twice a year, the Grantee will be subjected to an audit by Internal Audit Department and a report should be prepared and submitted to the MoE. This report will be an annexof the Internal audit report to be prepared to the World Bank

(c) ensure compliance with the national laws and regulations, and the financial and accounting procedures approved for the project (e.g. implementation manual, financial procedures manual,

etc.) are followed with due attention to economy and efficiency, and only for the purposes for which the financing was provided.

Article 6 – Environmental, Social, Health and Safety Safeguards

6.1 The Grantee shall implement its SIP in accordance with the World Bank's Environmental and Social Framework and the Republic of Liberia's environmental and social management regulations and legal frameworks;

Article 7 – Termination

The MOE will have the right to terminate this Agreement effective immediately at any time by written notice when:

a) a material breach by the Grantee is not cured by the Grantee within thirty (30) days after receipt of written notice of breach from the MOE. In that event, the Grantee shall return immediately thebalance of the Grant remaining as of the effective date of termination along with a detailed account of the Grant already spent; or

b) the activity for which expenditure has been made by the Grantee is not approved by the MOEexcept in the event of force majeure.

c) In that event, any undisbursed Grant funds will no longer be due and the Grantee shall refundthe amounts that have already been disbursed by the MOE;

d) Fraud and corrupt practices have been carried out in the use of the Grant. In that event, the MOE will apply the remedies in compliance with the World Bank's Anti-Corruption Guidelines.

Article 8 – Miscellaneous

8.1 This Agreement and its Annexes contain the entire agreement and understanding between theParties with respect to the subject matter hereof and supersedes and replaces all prior agreementsor understandings, written or oral, with respect to the same subject matter still in force between the Parties.

8.2 This Agreement may not be amended or modified except by a written agreement signed on behalf of each of the Parties hereto.

8.3 The Grantee will not assign, transfer, or otherwise dispose of any of its rights, duties, or obligations hereunder without the prior written consent of the MOE.

8.4 This Agreement shall be construed and interpreted in accordance with the laws of the Republicof Liberia. All disputes shall be amicably settled. No dispute shall be submitted to the courts for redress.

By their signatures below, the Parties in this Agreement agree to all of the terms and conditions of this Agreement.

ACCEPTANCE

I confirm that the School accepts the Ministry of Education's Grant Agreement Terms and Conditions together with any terms included in the grant offer letter: Principal Signature:

Name (and role if applicable): ----------

School: ----------

Date: ----------

Chair of Parent/Teacher Association Signature: ----------

Name (and role within the school if applicable): ----------

Date: ----------

Deputy Minister for Administration Signature: ----------

Name: ----------

Date: ----------

Minister of Education Signature: ----------

Name: ----------

Date: ----------

Annex 4: LETTER INFORMING CEOs, DEOs and SCHOOLS OF GRANTAMOUNT

To whom it may concern:

This letter is to inform you of the school development grant allocation for the schools in:County: _____
District: _____
Name of School: _____
Specific Location/Community: _____

For the_____tranche starting:_____in the amount of USD_____

School name	Code	First Tranche (50%) amount	Estimated Second Tranche (40%) amount	Estimated Third Tranche (10%) amount	Estimated total (100%)

Signed: _____

GRANT OFFICER

Approved: _____

IRISE PROJECT LEAD

Attested: _____

MINISTER

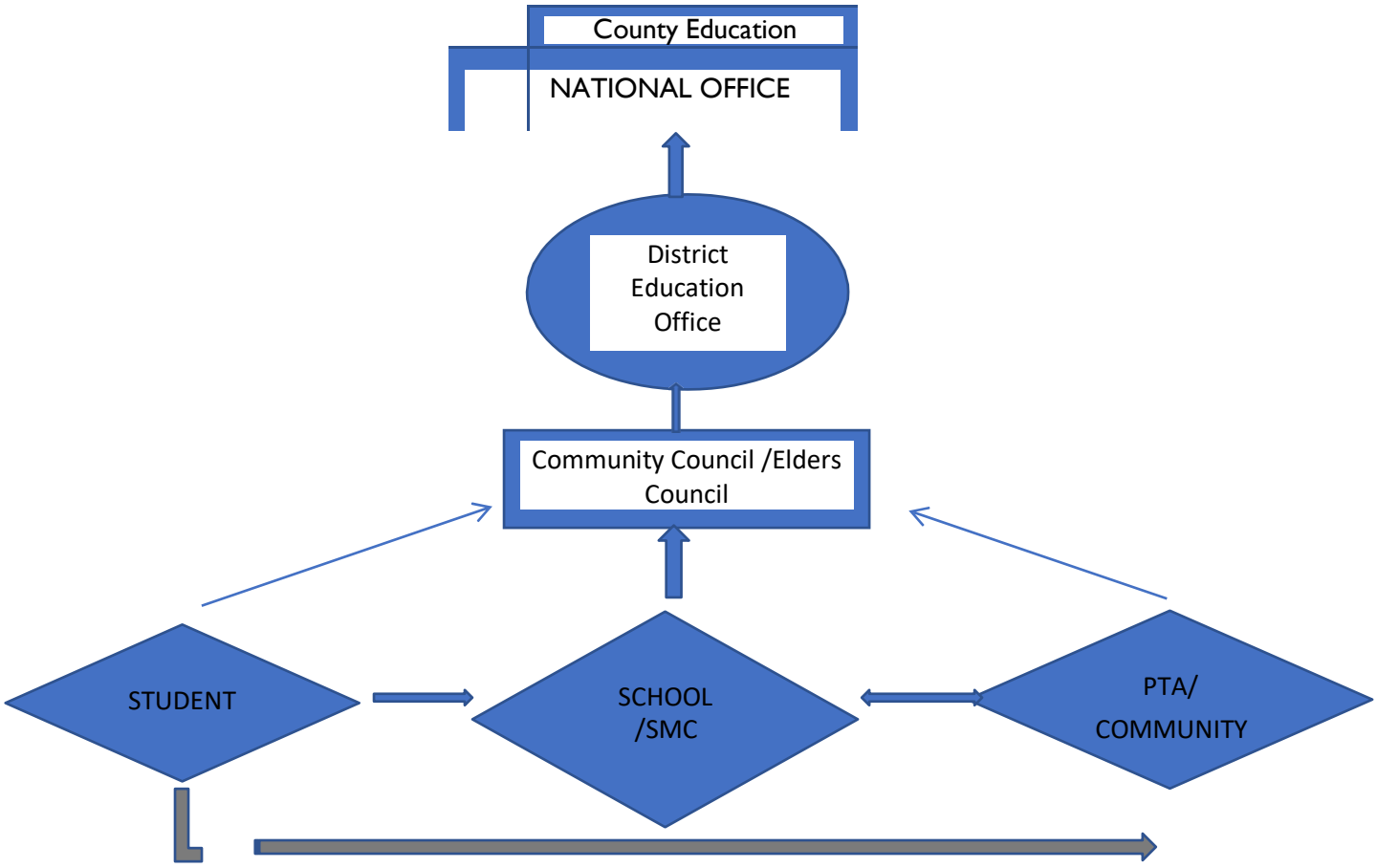
Annex 5: GRIEVANCE REDRESSES MECHANISM

MINISTRY OF EDUCATIONREPUBLIC OF LIBERIA

FINAL SCHOOL-BASED GRIEVANCE REDRESS MECHANISM
DEPARTMENT OF PLANNING RESEARCH & DEVELOPMENT

Grievance Redress Procedures

The grievance redress mechanism (GRM) is a step by step process an individual follows to gethis or her complaint addressed by schools, districts, counties and national authorities where applicable.



This procedure should be used for grievances about:

- Misuse of school grants (misapplication of funds, lack of consensus on expenditure items, breach of procedures in grant application etc.) ;
- Textbooks' usage and availability (poor storage and management of textbooks, misuse or sales of textbooks and learning materials, illegal transfer of ownership, etc.);
- School facilities (misuse or illegal use of school facilities, encroachment on school properties, actions that pose insecurity to students and or school staff, poor school management etc.)

This procedure does not apply in the case of

- Teacher's salary;
- Available number of teachers;
- Personal matters not directly related to the above.

- The above issues are to be resolved through other peaceful means other than the GRM. Issues that are ethical in nature (e.g. illicit student-teacher relationships) will be coveredunder the Code of Conduct. Posters will be used to display awareness messages on school campuses, local administrative buildings, and project construction sites about services available for GBV survivors.

- The posters will contain information on: (i) one-stop centers available for medication examination and management, protection, law enforcement, legal, and short stay accommodation for survivors brought at night, weekends or holidays; (ii) safe homesavailable for psychosocial counselling, rehabilitation and economic empowerment; (iii) Women and Children Protection Services such as local prosecution team at SGBV unitsof MoJ; courts and magistrates (for prosecution of SGBV related crimes, providing victim- centered approach to sexual violence cases and assist victims in dealing with the criminal justicesystem, coordinate with police, health professional and psycho-social counselors to help in alleviating or minimizing trauma to victim, and public awareness on SGBV); and (iv) informationon how to go about with the process of filing GBV complaints.

Every effort should be made to discuss grievances at the community level and in community meetings through the leadership, as this will ensure increased community participation in themanagement of schools. Upon resolution of complaint findings, recommendations and solutions should be documented and filed at the County Education Office and subsequently submitted to the national office for policy formulation where necessary.

Informal Procedures

- Direct approach by an individual to authorities of the school on issues or complaints should be made first through face to face contact, phone calls, text or through emailwhere necessary and applicable. He/she should endeavor to resolve the matter by a direct approach with the school principal;
- Where a complainant requests an audience with school authorities, it should be granted within five (5) working days unless it is impossible due to sickness or other unavoidable absence. This time scale may vary by agreement between both parties;
- Once such an approach has been made, the appropriate senior school member orPTA Chair should seek to resolve the problem and documentation of the resolutionof said problem kept at the school with a copy sent to the District Education Office by the principal or the PTA/community chairperson.
- If the matter is not resolved the complainant should proceed to the community council or elders for resolution.

Formal Procedures

- Where the matter has not been resolved through informal means, the complainant should submit a formal written notice of grievance and the solution being sought using the form supplied at appendix I to this document. This may be sent directly by the person(s) raising the grievance to the principal, with a copy sent to the DEO by the principal or the PTA/community chairperson. For rural schools, text messages can beused.
- Such person(s) should seek advice or guidance from the community, PTA or SMC prior to such a submission. The grievance redress officer (principal or PTA/community chairperson) has five (5) working days to address the grievance and notify the DEO;
- The DEO should follow up immediately upon receipt of notification to verify that the grievance has been addressed in the stipulated time (in five (5) working days).

- If not resolved, the DEO should proceed within five working days from the date of notification to the community and the school for investigation on why the grievance has not been resolved and find ways and means in resolving the issue impartially;
- In the event the issue is resolved, detailed and completed notes on the agreed resolution should be kept at the school with copies filed at the District and CountyEducation Offices.
- Where a more detailed response is necessary or further investigation required, the DEO may appoint an investigation team to look into the grievance comprising theSMC, PTA and Community leadership. If the grievance is aimed at one or more potential members of the investigation team, the DEO will appoint a neutral body fromthe district level comprising district level education personnel, community leaders, PTA and women leaders.
- On receiving the report from the investigation team, the findings will be discussed with both parties by the DEO who will seek to resolve the matter at that level;
- If the matter is resolved at that level, a final written response should be communicatedto all parties and this communication should include:
    a. A summary of the grievance;
    b. Details of the investigation;
    c. Decision reached
- If the complainant remains dissatisfied, an appeal should be made at the level of theCEO with all documentation. During this process, the CEO has five (5) working daysto respond to the complainant upon receipt of the appeal
- The CEO will conduct an appeal hearing meeting within ten (10) working days of the appeal with one or more members of the County School Board, one or more community leaders/elders, school authorities and the DEO present;
- The following procedure will apply at the hearing:
    a. Establish the facts;
    b. Allow the complainant to make full presentation of the grievance;
    c. Allow the school authorities to provide responses to the complaints made;
    d. Before the CEO panel considers their decision, both parties should withdraw;
    e. A final decision should be made based on the evidence provided
- The panel should decide whether further action is necessary as a result of the investigation;
- The CEO should include a summary of grievance response and decision made during his/her bi-annual reports which are submitted to the central MOE Department ofInstruction. Similar reports should be generated from the Principals and DEOs foronward submission through the CEO bi-annual report.
- There should be a feedback whereby the MOE supports and encourages the peaceful redress of grievances at the different levels.

There will be a complaint box placed close to Grant Notice Board at each school with a designated SMC member to access and channel to the appropriate redress office. The MoE/PDT's Safeguard Specialist will monitor the effectiveness of the GRM and make a periodicreport to the MoE.

Annex 5 Appendix 1: FORMAL GRIEVANCE SUBMISSION FORM

Name: _____

County:_____District:_____

School:_____

Complainant status/classification (student, parent, teacher, PTA member, school administrator): _____

Date:_____Phone #: _____

Having discussed the grievance with the appropriate persons, I remain aggrieved and now wish to register a formal grievance, the details of which are outlined below: (Please includeas much information as possible and include extra sheet if necessary/ Text messages can alsobe used to report same)

GRIEVANCE

RECOMMENDED SOLUTION

Sign: _____

Date: _____

Annex 5 Appendix 2: FORMAL GRIEVANCE RESOLUTION FORM

Name: _____

County:_____District:_____

School:_____

Date:_____Phone #: _____

Having discussed the grievance with the appropriate persons, we have detailed the grievance, solution and recommendation as seen below: (Please include as much informationas possible and include an extra sheet if necessary)

GRIEVANCE

SOLUTION

RECOMMENDATIONS

COMMENTS

Sign:_____Date: _____

Sign:_____Date: _____

Sign:_____Date: _____

Sign:_____Date: _____

Sign:_____Date: _____

Annex 6: SAMPLE TERMS OF REFERENCE FOR PROCUREMENT AUDIT

MINISTRY OF EDUCATION

IMPROVING RESULTS IN SECONDARY EDUCATION (IRISE)

PROJECTIDA GRANT NUMBER: D5030-LR

TERMS OF REFRENCE
FOR PROCUREMENT AUDIT OF BENEFICARY SCHOOLS UNDER THE SCHOOLIMPROVEMENT GRANT SCHEME OF THE IRISE PROJECT

1. INTRODUCTION

The Government of Liberia has received a grant equivalent to USD 47 million fromthe International Development Association (IDA) to implement the Improving Results in Secondary Education (IRISE) Project, hereinafter "the Project". The Project duration is four years. The Ministry of Education (MoE) is the IRISE implementation agency responsible for project execution and results monitoring. The implementation will be overseen by the Ministry's Senior Management Team (SMT).

2. BACKGROUND

2.1 The Project's development objective (PDO) is to improve equitable access to, and quality of, secondary education, and provide a response to the COVID-19 pandemic. It will be achieved through a set of activities that are grouped into thefive components:

- Improving access and learning environment at the senior secondary level
- Increasing opportunities for girls to transition to and complete senior secondary education
- Improving quality and relevance of senior secondary education
- Capacity building, Technical Assistance, project coordination and M&E
- Contingency Emergency Response Component.

The progress towards the achievement of the PDO will be monitored throughthe following key indicators:

a) GER at the senior secondary level (percentage; and percentage female)
b) Increased percentage of public and community senior secondary schoolswith a qualified teacher each in Math, Science and English
c) Number of direct project beneficiaries (number of females).
d) Students' perception about the adequacy of the conditions of their schoolsto avoid the spread of COVID-19.

2.2 The Project employs a hybrid funding approach including the financing of inputs for interventions supported under Components 1, 4 and 5, and a results-basedfinancing (RBF) modality with disbursement-linked indicators (DLIs) for Components 2 and 3. Disbursements under Components 2 and 3 will be conditioned on the achievement of specified results, as measured by DLIs. Such approach reflects a shift from an emphasis on inputs to focusing on incentivizing the achievement of results.

2.3 Component 1 of the IRISE Project will finance the improvement of learning environment of public and Government operated community schools at the seniorsecondary level and expansion of 2 JSS to SSS through the disbursement of a certain amount as School Improvement Grant to each school.

2.4 The IRISE School Improvement Grant is intended for public and government- operated community schools with the aim of improving the learning environment through the rehabilitation and renovation of all 156 existing public and communitySenior Secondary Schools (SSS) across the length and breadth of Liberia, and the expansion of two (2) Junior Secondary Schools (JSS) in selected districts. Onlythese schools will be eligible to receive a School Improvement Grant under theProject.

2.6 The 156 SSS to benefit from the Grant are classified into large (53 schools) andsmall-to-medium size schools (103 schools). The grant amounts for each of the 53large schools will be up to US$55,000 and for the 103 small-to-medium size schools will be up to US$30,000. The school grants will be provided in three tranches: 50 percent will be provided once the school's SIP is approved by theMoE; 40 percent and 10 percent, upon receipt of evidence of eligible expenditures, verification of the appropriate use of funds and the level of progress for the first and second tranches, respectively. Each of the 2 JSS schools to be expanded to SSS will be eligible to receive a school grant in the amount of US$175,000. Implementation of the Grant will adopt the Community Based EmpowermentApproach (CEA) in which each school will have a School Management Committee.

2.7 Pursuant to the above, and given the procurement processes under the schoolgrant will not be prior reviewed by the World Bank, there is the need to recruita third party consultant to provide an opinion on the adherence of schools to the World Bank Procurement Regulations ***for Borrowers under IPF' (ProcurementRegulations)*** dated July 2016, revised in November 2017, August 2018 and FourthEdition, November 2020 and the ***'Guidelines on Preventing and Combating Fraud and Corruption*** in Projects Financed by IBRD Loans and IDA Credits andGrants', dated July 1, 2016 and other provisions stipulated in the IRISE Financing Agreement.

3. OBJECTIVES OF THE ASSIGNMENT

The objective of the assignment is to conduct a procurement audit of the school grants by; (i) verifying the compliance and performance of procurement procedures and contract management with the provisions of the World Bank Procurement Regulations and Financing Agreement and as reflected in the most

recent approved School Improvement Plans of beneficiary schools; (ii) verifying physical and technical compliance of deliveries in relation to procurement of Goods, Works and services; (iii) reviewing SMCs procurement capacity to fulfil itsfiduciary mandate; and (iv) in the light of deficiencies detected, identify possibleimprovements in the procurement procedures and processes and make recommendations.

4. SCOPE OF SERVICES

This audit will cover all procurement carried out by SMCs. The review will cover at least 20% of all procurement activities carried out by Grant beneficiaryschools. The Procurement Auditor will make a representative selection of procurement transactions, that is, contracts for Goods, Works and Consulting services in order to examine them.

The assignment will mainly involve the following:

• Verifying the Compliance of the procurement process, bidding and the evaluation with the provisions of the World Bank Procurement Regulations ***for Borrowersunder IPF' (Procurement Regulations)*** dated July 2016, revised in November2017, August 2018 and Fourth Edition, November 2020, the Financing Agreement (FA), procurement plans. The Procurement Auditor will assess:

- compliance with the legal, institutional mandates, regulations, policies, procedures and contracts;

- the consistency between procurement plans and actual implementation progress; and

- effectiveness of due internal controls covering procurement planning, related solicitation methods and procedures, and execution processes including authorization, approval processes, and contract management procedures; and

- Contract management i.e. amendments, payments, claims and implementationtimelines.

• Verifying conformity of technical quality and quantities delivered in accordancewith the contract's conditions while ensuring reliability and integrity of financialand operational information as these relate to those deliveries, including

- Reasonableness of unit prices of contracts;

- Conformity of the final contract with the approved solicitation documents, in particular with regard to the validity of Addenda, Change Orders, and any other Amendments made to the original contract during its execution; and

- The eligibility of expenditures.

• The risks regarding the respect of the principles of procurement, control, competences and the management capacity of the SMC.

For some of the contracts selected, and as appropriate, project sites will be visited to make physical inspections of quality and quantity of goods and servicesprocured.

5. DELIVERABLES

The following key deliverables, among others will be expected from the Consultant;

No.	Deliverable	Duration upon commencement of assignment	Payment schedule
1	Inception Report that comprehensively demonstrates the Consultants' understandingof the assignment and the methodology to be taken highlighting tools to be used fordata collection and to be discussed and agreed with the MOE	2 weeks	15% of contractsum
	Produce draft Procurement Audit Report acceptable to theMOE	10 weeks	60% of contractsum
	Produce a Procurement Audit Report acceptable to the MOE	12 weeks	25% of contractsum

6. OTHER TERMS

6.1 The duration of this contract is twelve (12) weeks. The Consultant will be stationed in Monrovia, Liberia with frequent travel to field sites as required.

6,2 The Consultant shall report to the Minister of Education through the IRISE Deputy Project Coordinator who shall report through the World Bank Education Project Portfolio Coordinator.

6.3 The Consultant will be selected under the Consultant's Qualification-Based Selection (CQS) Method under the WorldBank's "Procurement Regulations for IPF Borrowers", FourthEdition, November 2020.

7. QUALIFICATIONS

7.1 General Qualifications

The Procurement Audit services require a wide range of professional skills and experience. The types of competencies required of the Consultant to be selected to perform this assignment are as below.

7.1.1 Experience of the Firm:

(a) The Consultant must be registered nationally or internationally to carry out financial and procurement audits
(b) Not less than 7 years' experience in procurement and financial audit assignments.
(c) Considerable experience in the expertise in providing the full range of procurement, contract management, supply chain and auditing services.
(d) Proven understanding of the operations of grant schemes
(e) Understanding of the Liberia's Education Sector will be an added advantage

7.2 Personnel Required

The Consultant is expected to assemble a team with in-depth international expertise, local and regional knowledge necessary to complete the assignment within the expected time frame. The Consulting Firm shall comprise the followingKey and Non-Key Personnel shown below and with the specializations, experiencerequired.

7.2.1 Key Personnel

7.2.1.1 International Procurement Expert (Lead Consultant)

Category of Consultant	**International Procurement Expert** *(Lead Consultant)*
Educational Qualifications	• Bachelors' degree (BSc/Bcom/BA) in relevant fields below • Masters' degree (MBA, MA, or any other relevant degree • Must be registered with a recognized professional institution in any of the relevant fields below. • Fluent in English (written and oral).
Relevant Field	• Procurement, Contract Management, Supply Chain, Business Administration.
Work Experience Relevant to the Assignment	• Not less than seven (7) years' experience in Procurement, Contract Management, Supply Chain, Business Administration, Auditing, Project Managementin the public sector. • 5 years demonstrated experience in assessment and or auditing of procurement entities. • 4 years' experience in procurement and contract administration at the international level.
Experience in working in similar assignments	• Provide details of related works executed in developing countries within the seven (7) years.

7.2.1.2 Senior Procurement Specialist (2No.)

Category of Consultant	***Senior Procurement Specialist***
Educational Qualifications	• Bachelors' degree (BSc/Bcom/BA) in relevant fields below • Masters' degree (MBA, MA, or any other relevant degree • Must be registered with a recognized professional institution in any of the relevant fields below. Fluent in English (written and oral).
Relevant Field	• Procurement, Contract Management, Supply Chain, Business Administration.
Work Experience Relevant to the Assignment	• Not less than 5 years' experience in Procurement, Contract Management, Supply Chain, Business Administration, Auditing, knowledge transfer, Project Management in the public sector. • 3 years demonstrated experience in assessment and or auditing of procurement entities.
Experience in working in similar assignments	• Provide details of related works executed in developing countries within the past three (3) years.

8. INPUTS

8.1 Inputs to be provided by the MoE

The MoE will provide the Consultant the following:

i. The Project Appraisal Document of the IRISE Project
ii. The School Improvement Grant Manual.
iii. Counterpart staff.
iv. Any other relevant information and material required for the assignment.

8.2 Inputs to be provided by the Consultant to be hired through this ToR

8.2.1 The Consultant shall be responsible for ensuring appropriate office space, equipment, transportation that meets the requirements of the assignment, includingfield visits, consultations, regular and/or ad-hoc trips to selected sites.

8.2.2 The Consultant shall be responsible for all the requisite staff resources; accommodation; stationery; communications; computers and its accessories; translations/interpretation (if needed); and other costs related to the undertakingtheir responsibilities.

8.3 Special conditions of assignment

Annex 7: SAMPLE TEMPLATE FOR REQUEST FOR QUOTATION – GOODS

MINISTRY OF EDUCATION

Improving Results in Secondary Education (IRISE) Project

FOR PROCUREMENT OF GOODS BY SCHOOLS UNDER THE SCHOOLDEVELOPMENT GRANT

[DESCRIPTION OF GOODS]

Request for Quotation Ref: ……

Date of Issue: ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

Date of Submission: ……..

GRANT NO.: D5030-LR

COUNTRY: LIBERIA

Table of Contents

Section I - Instructions to Suppliers

A. Introduction

1. **General** 1.1 « Day »means calendar day.

B. Request for Quotations

2. **Contents of the Request for Quotations** 2.1 This « Shopping » document describes the shopping procedure,the goods and the terms and conditions of this contract. It contains the following:

(a) Request for Quotation
(b) Description and Quantity of the Goods
(c) Sample Letter of Quotation
(d) Sample Form of Contract
(e) Table of Comparison of Quotations

2.2 The Supplier should examine the instructions, sample documents and specifications provided in the Request for Quotations.

C. Preparation of Quotations

3. **Language** 3.1 The Quotation and all related correspondence should be in English.

4. **Quotation Documents** The Quotation should contain the following documents:

(a) Written Quotation Letter, signed and dated
(b) Price Schedule and quantities, dated and signed
(c) Draft Form of Contract completed, dated and signed

5. **Quotation** 5.1 The supplier should detail in the Quotation Letter the place of delivery and the nature of the price:

a) Without taxes and duties;

b) Taxes and duties listed separately.

5.2 The supplier completes the price schedule and quantities furnishedwith the Request for Quotations, indicating the characteristics of the supplies in the required space, the unit prices, the total price

for each item and the proposed delivery time to carry out the contract.

5.3 The supplier completes and signs the draft Form of Contract.

6. **Currency of the Quotation**

6.1 The prices are quoted in [name of the currency].

7. **Validity of the Quotations**

7.1 The quotations should be valid for the period stipulated in the Request for Quotations.

D. Submission of Quotations

8. **Sealing and marking of Quotations**

8.1 The suppliers should place the original and one copy of their quotation in a sealed outer envelope containing two sealed envelopes, one marked "original" and one marked "copy, as follows:

(a) Addressed to the Purchaser as indicated in the Requestfor Quotations; and

(b) Bearing the Project name, the title and number of the Quotation as indicated in the Request for Quotations.

9. **Deadline for the Submission of Quotations**

9.1 Quotations must be received by the Purchaser at the address specified in paragraph 8.1 at the latest at the time and date specifiedin the Request for Quotations.

9.2 Any quotation received by the Purchases after the deadline for the submission specified in paragraph 9.1 will be returned unopened to the supplier.

E. Opening and Evaluation of Quotations

10. **Opening of Quotations by the Purchaser**

10.1 The purchaser will open all quotations received before the deadline indicated in the Request for Quotations at the sametime on the date specified in the Request for Quotations.

10.2 The Purchaser will prepare Minutes of the opening of the quotations.

11. **Evaluation and Comparison of Quotations**

11.1 The Purchaser will evaluate and compare the Quotations as follows:

- Examine if the quotation conforms to technical specificationsand the delivery time;
- Verify any arithmetical errors. For example, if the quotationin figures is different from the quotation in words, the amount in words will prevail. If there is a discrepancy between the unit price and the total price that is obtained my multiplying the unit price and quantity, the unit price shall prevail and the totalprice shall be corrected;
- Tabulate the Quotations thus arrived at.

F. Award of Contract

12. **Award of Contract**

12.1 The Purchaser will award the contract to the supplier whose quotation has been determined to be substantially responsive tothe requirements of the Request for Quotations and the lowest*evaluated* price, i.e. based on the quality of the items quoted for in accordance with the specifications.

13. **Notification dAward**

Notification of the award will constitute the formation of the contract. This Notification will be sent by registered mail, inviting the supplier to deliver the goods in accordance with theconditions of the Request for Quotations.

14. Signing of the Contract

Within fifteen (15) days following the notification of the award,the Purchaser will sign and date the Form of Contract and sendit back to the Supplier

. **Fraud & Corruption**

Purpose

1.1 The Bank's Anti-Corruption Guidelines and this annex applywith respect to procurement under Bank Investment Project Financing operations.

2. Requirements

1.2 The Bank requires that Borrowers (including beneficiaries ofBank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub- consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during theprocurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud andCorruption.

1.3 To this end, the Bank:

a. Defines, for the purposes of this provision, the terms setforth below as follows:

i. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

ii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;

iii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

iv. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

v. "obstructive practice" is:

(a) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede aBank investigation into allegations of a corrupt, fraudulent, coercive, or collusivepractice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or

(b) acts intended to materially impede theexercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e.below.

b. Rejects a proposal for award if the Bank determines thatthe firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub- contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

c. In addition to the legal remedies set out in the relevantLegal Agreement, may take other appropriate actions,

including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceedsof the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of thecontract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;

d. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or inany other manner;[4] (ii) to be a nominated[5] sub-contractor, consultant, manufacturer or supplier, orservice provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwiseto participate further in the preparation or implementation of any Bank-financed project;

e. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bankloan, requiring (i) bidders (applicants/proposers),, consultants, contractors, and suppliers, and their sub- contractors, sub-consultants, service providers, suppliers, agents personnel, permit the Bank to inspect[6]

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

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

6 Inspections in this context usually are investigative (i.e., forensic) in nature. They involve fact-finding activities undertaken by the Bank or persons appointed by the Bank to address specific matters related to

all accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank.

investigations/audits, such as evaluating the veracity of an allegation of possible Fraud and Corruption, through the appropriate mechanisms. Such activity includes but is not limited to: accessing and examining a firm's or individual's financial records and information, and making copies thereof as relevant; accessing and examining any other documents, data and information (whether in hard copy or electronic format) deemed relevant for the investigation/audit, and making copies thereof as relevant; interviewing staff and other relevant individuals; performing physical inspections and site visits; and obtaining third party verification of information.

Section II – Request for Quotations

[Letter Head of the School]

Subject: Request for Quotations [To be sent to at least 3 (preferably 5 or 6) reputablesuppliers specialized in the goods to be acquired. At least three quotations should beobtained]

Ref.: [Name of the School]

To: Name and Address of Short-Listed Supplier.

The Government of Liberia has received a grant from the World Bank towards the costof the Improving Results in Secondary Education (IRISE) Project, and intends to apply theproceeds of this grant to eligible payments under the contract for which this Request forQuotations is issued. This procurement process will be conducted in accordance withthe shopping procurement method contained in the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017, August 2018 and Fourth Edition, November 2020; and the procedures described herein.

For this purpose, you will find enclosed a schedule for the goods to be supplied. You arerequested to complete this schedule providing us your best offer and return this to us nolater than [insert time] at [insert date], in a sealed envelope at the address indicated above, indicating on the envelope « Shopping # 1 » [or subsequent number, depending onother Requests for Quotations already issued]. The outer envelope should contain two sealed envelopes, one marked "original" and one marked "copy.

The price of your quotation should clearly indicate the price without taxes and duties; mentioning taxes and duties separately, and specify the place of delivery. Your quotationshould include the signed Form of Contract, which will become the contract in case yourquotation is retained. Preference will be given to a package deal format.

The goods should be supplied at [indicate the place of delivery] within [indicate thedelivery time in days, weeks or months, as needed].

Yours truly,

Section III – Sample Forms

1. Quotation Letter

Date:_____

Request for Quotations N°: _____

To: Name of School:

A: Address of School

Having examined the documents regarding the Request for Quotations, the receipt of which is hereby duly acknowledged, we, the undersigned, offer to supply anddeliver *[description of goods and services]* in conformity with the said Request for Quotations for the sum of *[total bid amount in words and figures]* or such other sums as may be ascertained in accordance with the Schedule of Prices attached herewith and made part of Quotation.

We undertake, if our Quotation is accepted, to deliver the goods in accordancewith the delivery schedule specified in the Schedule of Requirements.

We agree to abide by this Quotation for the period specified in the Request for Quotations as of the date of the opening of the Quotations and it shall remain binding upon us and may be accepted at any time before the expiration of that period.

Until a formal Contract is prepared and executed, this Quotation, together withyour written acceptance thereof and your notification of award, shall constitute a binding Contract between us.

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

Dated this_____day of_____20_____.

_____ ------ _____

[signature] *[in the capacity of]*

Duly authorized to sign this Quotation for and on behalf of

_____

[*Name of the Purchaser*]

Quotation No____of___/_/_____

Date of Price quotation___/_/_____

2. - Price Schedule

(to be completed by the Supplier)

No	Detailed description of the items	Quantities	Unit Price (In figures/letters)	Total Price	Delivery	
					period	site
1.						
2.						
3.						
4.						
5.						
6.						
7.						

[The Purchaser prepares the list of goods to be acquired, completes the first three columns and the4 suppliers completes the remaining columns. The purchaser should describe each item with precision, without reference to specific makes. Indicate also the list of spare partsand accessories. The supplier is free to complete the form by hand or to reproduce the form, as long as the format is maintained.

[*Name of the Purchaser*]

Quotation No____of___/__/____ Date of Price quotation___/_/_____

3. Schedule of Requirements

Technical Specifications of the Goods

(to be completed by the Purchaser)

No	Item	Detailed Description	Quantity	Delivery	
				Period	Site
1.					
2.					
3.					
4.					
5.					
6.					
7.					

Signature of Bidder _____

Note: In case of discrepancy between unit price and total, the unit price shall prevail.

4. – Contract Form

THIS AGREEMENT made the_____day of_____20_____between [Name of the Purchaser] (hereinafter called "the Purchaser") of the one part and *[name of Supplier]* of *[cityand country of Supplier]* (hereinafter called "the Supplier") of the other part:

WHEREAS the Purchaser invited quotations for certain goods and ancillary services, and hasaccepted a quotation by the Supplier for the supply of those goods and services in the sum of *[contract price in words and figures]* (hereinafter called "the Contract Price").

NOW THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. The following documents shall be deemed to form and be read and construed as part of this Agreement, viz.:

   (a) The Request for Quotations sent to the Supplier;

   (b) The Price Schedule submitted by the Supplier [*and the delivery period*] and

   (c) Schedule of Requirements (technical specifications).

2. In consideration of the payments to be made by the Purchaser to the Supplier as hereinafter mentioned, the Supplier hereby covenants with the Purchaser to provide the goods and services and to remedy defects therein in conformity in all respects withthe provisions of the Contract.

3. The Purchaser hereby covenants to pay the Supplier in consideration of the provision of the goods and services and the remedying of defects therein, the Contract Price or such other sum as maybecome payable under the provisions of the contract at the times and in the manner prescribed by the contract: [*Insert the methods of payment*].

IN WITNESS whereof the parties hereto have caused this Agreement to be executed inaccordance with their respective laws the day and year first above written.

Signed, sealed, delivered by_____the_____(for the Purchaser)

Signed, sealed, delivered by_____the_____(for the Supplier)

[*Name of the Purchasor*]

Quotation No____of___/_/_____

Date of Price quotation___/_/_____

Opening date of Quotations_____/___/___

Place of Opening: _____

Annex 8: EVALUATION TEMPLATE FOR GOODS/WORKS

Table 1: preliminary examination

RFQ REF NO.				
	1	**2**	**3**	**4**
CompanyName				
Place of Delivery				
Delivery Period				
Validity Period				
Conclusion				

Key: R – Responsive NR – Non-responsive

Table 2 - Technical Specifications

No.	**Description**	**Name of Company**			
1.	**Supply of medium desks**				
	Results				

Key: c – compliant nc – denotes non-compliant

3.0 PRICE EVALUATION

TABLE 4 – SUMMARY OF PRICE EVALUATION

No.	Name of Company	Currency	Quotation Amount (Read out)	Corrections Made	Corrected Amount (US$)	Ranking
1		US$				
2		US$				
3		US$				
4		US$				

4.0 POST-QUALIFICATION

Post qualification done on the lowest evaluated responsive Bidder Bong Works Inc. Theyprovided the following:

Business Registration Certificate.
Current Registration with MPW
Current Registration certificate with PPCC
Current Tax Clearance Certificate

5.0 AWARD RECOMMENDATIONS

Contract to be awarded to ……..., at a contract price of **USD……**

Annex 9: REQUEST FOR QUOTATION FOR WORKS

MINISTRY OF EDUCATION
Improving Results in Secondary Education (IRISE) Project

SAMPLE REQUEST FOR QUOTATION
FOR PROCUREMENT OF WORKS BY SCHOOLS UNDER THE SCHOOL IMPROVEMENT GRANT

[DESCRIPTION OF WORKS]

Request for Quotation Ref: ……

Date of Issue: ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

Date of Submission: ……..

GRANT NO.: D5030-LR

COUNTRY: LIBERIA

DATE

Table of Contents

SECTION I: INVITATION FOR QUOTATION

[Name and address of School]

To: [Name and Address of Bidder]

[Date]

Procurement Reference:
(Contract Identification No)Dear,

PROJECT:

REQUEST FOR QUOTATIONS **(RFQ)** FOR **[**SUBJECT OF PROCUREMENT]

The Government of Liberia has received a grant from the World Bank towards the cost ofthe Improving Results in Secondary Education (IRISE) Project, and intends to apply the proceeds of this grant to eligible payments under the contract for which this Request forQuotations is issued. This procurement process will be conducted in accordance with theshopping procurement method contained in the **World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017, August 2018and Fourth Edition, November 2020;** and the procedures described herein.

The XXXX School indicated above now invites your quotation for the Works describedabove. For the purposes of any resulting Contract the XXXX School or their named representative shall be the Employer.

The Works required are described in detail in the Statement of Requirements.

Preparation of Quotations: You are requested to quote for the Works by completing, signing and returning:

1. the Quotation Submission Sheet;
2. the Activity Schedule;
3. the documents evidencing your eligibility, as listed below;

The standard forms in this RFQ may be retyped for completion but the Bidder is responsible for their accurate reproduction.

Validity of Quotations: The quotation validity required is_____days.

Sealing and marking of Quotations: Quotations should be sealed in a single envelope, clearly marked with the Reference above, the name of the Bidder and XXXX School.

Submission of Quotations: Quotations should be submitted to the address below, no later than the date and time of the deadline below.

Date of deadline:_____*(day, month and year)*. Time of deadline: _____ (local time).

Submission address:

_____

Any resulting contract shall be subject to the General Conditions of Contract for Works attached.

Any queries should be addressed to the_____at the address given above. Please prepare and submit your quotation or inform the undersigned if you will not besubmitting a quotation

Yours sincerely,

[Signature] Name and Position of Authorized Official of School]

SECTION 2: QUOTATION SUBMISSION SHEET

[Complete this form with all the requested details and submit it as the first page of your quotation, with the documents requested above attached. Ensure that your quotation is authorized in the signature block below. A signature and authorization on this form will confirm that the terms and conditions of this RFQ prevail over any attachments. If your quotation is not authorized, it may be rejected.]

Quotation Addressed to (XXXXXSchool):	
Date of Quotation:	
Procurement Reference Number:	
Subject of Procurement:	

We offer to provide the Works detailed in the Statement of Requirements, in accordance with the terms and conditions stated in your Request for Quotations referenced above.

We confirm that we are eligible to participate in public procurement and meet the eligibility criteria specified in this Request for Quotations.

The validity period of our quotation is:_____days/weeks/months from the time and date of the submission deadline.

We confirm that the prices quoted in the Activity Schedule are fixed and firm for the duration of the validity period and will not be subject to revision or variation.

The works will commence within_____days/weeks/months from date of Contract.The works will be completed within_____days/weeks/months from date of Contract.

Quotation Authorized By:

Signature: _____ Name: _____

Position: _____ Date: _____

(DD/MM/YY)

Authorized for and on behalf of:

Company: _____

Address: _____

_____

_____

SECTION 3: STATEMENT OF REQUIREMENTS
Scope of Works

Procurement Reference Number: _____

Brief Description ofWorks

Location (Site) of Works

Commencement andcompletion periods required

Activity Schedule

[COMPLETE THE UNIT AND TOTAL PRICES FOR EACH ITEM LISTED BELOW. AUTHORIZE THE PRICES QUOTED IN THE SIGNATURE BLOCK BELOW.]

Items of the Works for which no rate or price has been entered in will not be paid for bythe Employer and shall be deemed covered by other rates and prices in the Contract.

CURRENCY OF QUOTATION: _____

Item No	Description of Works	Unit rate (where appropriate)	Quantity	Total Price
		Other additional costs		
		Subtotal		
		VAT @ % *(Enter 0% VATrate if VAT exempt).*		
		Total		

Quotation authorized by:

Signature: _____ Name: _____

Position: _____ Date: _____

(DD/MM/YY)

Authorized for and on behalf of:

Company: _____

Specifications and Drawings

The Works are to be performed in accordance with the following attached Technical Specifications and Drawings:

1.
2.
3.
4.

SECTION 4: AGREEMENT

The Employer is: XXXX School, ……..

The Contractor is:....., Monrovia, Liberia.

The Employer desires the execution of certain Works known as Construction of XXXXX, …… County as part of the IRISE School Improvement Grant under the IRISE Project.

The Contractor has examined the documents listed in the Appendix which forms part of thisAgreement and offers to execute the Works in conformity with the Contract for the sum of

USD… .....), or such other sum as may be ascertained under the Contract.

This offer, of which the Contractor has submitted two signed originals, may be accepted by the Employer by signing and returning one original of this document to the Contractor before

_____
(date)

The Contractor understands that the Employer is not bound to accept the lowest or anyoffer received for the Works.

Signature: _____ Date: _____

Name: _____ Authorized to sign on behalf of (*organization name*): _____

Capacity: _____ _____

ACCEPTANCE

The Employer has by signing below, accepted the Contractor's offer and agrees that in consideration for the execution of the Works by the Contractor, the Employer shall pay the Contractor in accordance with the Contract. This Agreement comes into effect on the datewhen the Contractor receives one original of this document signed by the Employer.

Signature: _____ Date: _____

_____ _____

_____ _____

Name: Authorized to sign on behalf of (organization name):

Capacity:

SECTION 5: CONTRACT DATA

The Employer:	The Employer is:
The Project Manager:	The Project Manager is
The Employer Representative:	The Employer's representative is:
Eligibility Criteria:	You are required to meet the following criteria to be eligible to participate in public procurement: (a) have the legal capacity to enter into a contract; (b) not be insolvent, in receivership, bankrupt or being wound up orsubject to legal proceedings for any of these circumstances; (c) not have had your business activities suspended or debarred from public procurement by the Office of Government PublicContracts Policy; (d) be eligible, as defined below;
Documents Evidencing Eligibility:	You are requested to submit copies of the following documents as evidence of your eligibility and sign the declaration in the Quotation Submission Sheet: *(a) valid certificate of registration or equivalent* *(b) valid Certificate from the Ministry of Public Works of Liberia;* *(c) Valid LRA Clearance Certificate*

Eligible Countries:	All countries are eligible, unless: - as a matter of law or official regulation, the Government of _____prohibits commercial relations with that country or by anact of compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of theUnited Nations. - A firm which has been engaged to provide consulting services for the preparation or implementation of a project, and any ofits affiliates, shall be disqualified from subsequently providing goods, works, or services resulting from or directly related tothe firm's consulting services for such preparation or implementation. - A firm declared ineligible by the World Bank
Currency:	Quotations must be priced in US Dollars:
Insurance:	The minimum insurance covers shall be: (a) The minimum cover for insurance of the Works, Equipment,Plant and Materials is: (b) The maximum deductible for insurance of the Works, Equipment, Plant and Materials is: (c) The minimum cover for insurance of property is: (d) The maximum deductible for insurance of property is: (e) The minimum cover for personal injury or death insurance is:
Required Completion Date:	The Required Completion Date shall be:_____[State period in days/weeks/months] from the date of Contract is executed by bothparties.
Site for the Works:	The Site(s) are/is:
Duties and Taxes:	Goods imported into the country under this project are/are not exemptfrom import duties and taxes.
Start Date:	The Start Date shall be:
Type of Contract:	This Contract is a Lump Sum Contract.

Quotation Prices:	Quotations shall cover all costs of labour, materials, equipment, overheads, profits and all associated costs for performing the works andshall include all taxes and duties. The whole cost of performing the works shall be included in the items stated and the cost of any incidental works shall be deemed to be included in the prices quoted. The Quotation price shall not be subject to variation or adjustment.
Right to Reject:	The XXXX School reserves the right to accept or reject any quotationor to cancel the bidding process and reject all quotations.
Possession of the Site:	The Site Possession Date shall be:
Defects Liability Period:	The Defects Liability Period shall be: [State period in months]
Advance Payment	The amount/percentage of the advance payment to which the Contractor is entitled shall be:
Payment retention:	A retention of ……. shall be withheld from all payments made in respect of the contract and such monies shall be paid to the Contractor as specified in the General Conditions of Contract clause19.

SECTION 6: GENERAL CONDITIONS OF CONTRACT

Any resulting contract shall be placed by means of a Letter of Acceptance or a Contract againstthe General Conditions of Contract (GCC) for the Procurement of Works below, except where modified by the provisions of this Request for Quotation. Reference to Contract Data in these General Conditions of Contract shall mean this Request for Quotations.

Language and Law

1.1 The law governing the Contract shall be the laws of the _____and the language of the Contract shall be _____ unless otherwise stated in the Contract.

Communications

2.1 All communications between parties shall be in writing.

Sub-contracting and other contractors

3.1 The Contractor may subcontract with the approval of the Project Manager.

Personnel

4.1 If the Project Manager asks the Contractor to remove a person who is a member of the Contractor's staff or work force, stating the reasons, the Contractor shall ensure that theperson leaves the Site within 72 hours and has no further connection with the work in the Contract.

Contractor's Risks

5.1 From the Starting Date until the Defects Correction Certificate has been issued, the risks of personal injury, death,and loss of or damage to property (including, without limitation, the Works, Plant, Materials, and Equipment) whichare not Employer's risks are Contractor's risks.

Insurance

6.1 The Contractor shall provide, in the joint names of the Employer and the Contractor, insurance cover from the Start Date to the end of the Defects Liability Period, in the amountsstated in the Contract Data for the following events which aredue to the Contractor's risks:

(a) loss of or damage to the Works, Equipment, Plant and Materials;

(b) loss of or damage to property (except the Works, Plant, Materials, and Equipment) in connection with the Contract;and

(c) personal injury or death. Third party liability.

6.2 Policies and certificates for insurance shall be delivered by the Contractor to the Project Manager for approval within 15 days of receipt by the Contractor of the Employer's Letter of Acceptance.

Contractor toConstruct the Works	7.1	The Contractor shall construct and install the Works and rectify all defects in accordance with the Specifications andDrawings.
Completio nDate	8.1	The Contractor shall commence execution of the Works onthe Start Date and shall carry out the Works in accordance with the Program by the Required Completion Date.
Safety	9.1	The Contractor shall be responsible for the safety of all activities on the Site.
Program	10.1	The Contractor shall submit to the Project Manager for approval a Program showing the general methods, arrangements, order, and timing for all the activities in the Works. The Contractor shall update the Program at intervalsagreed with the Project Manager.
Completion Date Extension	11.1	The Project Manager shall authorize any extension of time forthe Works.
Instructions of the Project Manager	12.1	The Contractor shall comply with the instructions given by the Project Manager or delegated assistant on any matter related to the Contract.
Correction of Defects	13.1	The Project Manager shall give notice to the Contractor of any Defects before the end of the Defects Liability Period, which begins at Completion, and is defined in the Contract Data. The Defects Liability Period shall be extended for as long as Defects remain to be corrected.
Uncorrected Defects	14.1	If the Contractor has not corrected a Defect within the time specified in the Project Manager's notice, the Project Managerwill assess the cost of having the Defect corrected, and the Contractor will pay this amount, or the Employer shall recuperate these amounts by deduction from the amounts dueto the Contractor.
Payment Certificates	15.1	The Contractor shall submit to the Project Manager monthly statements of the estimated value of the work executed lessthe cumulative amount certified previously.
Payments	16.1	Payments shall be adjusted for deductions for advance payments and retention. The Employer shall pay the Contractor the amounts certified by the Project Manager within 28 days of the date of each certificate

Tax

17.1 The Contractor is liable for all taxes in accordance with the laws of the _____

Advance Payment

18.1 The Employer shall make advance payment to the Contractorof the amounts stated in the Contract Data after the Contractor has delivered to the site construction equipment and/or materials for initiating the work.

18.2 The advance payment shall be repaid by deducting proportionate amounts from payments otherwise due to the Contractor, to be recovered within one half of the completionperiod.

Retention Moneys

19.1 An amount, specified in the Contract Data, will be retained from each payment to the Contractor. Retention moneys shall be repaid to the Contractor on completion of the Worksor as agreed between the Employer and Contractor.

Dayworks

20.1 If applicable, the Dayworks rates in the Contractor's Bid shall be used for small additional amounts of work only when the Project Manager has given written instructions in advance for additional work to be paid for in that way. Subject to obtainingsigned Daywork forms.

Cost of Repairs

21.1 Loss or damage to the Works or Materials to be incorporated in the Works between the Start Date and the issue of the Completion Certificate shall be remedied by the Contractor at the Contractor's cost if the loss or damage arises from the Contractor's acts or omissions.

Completion and Taking Over

22.1 The Contractor shall request the Project Manager to issue a certificate of completion of the Works, and the Project Manager will issue such a certificate when he determines thatthe work is satisfactorily completed. The Employer shall takeover the site and the works within seven days of the Project Manager's issuing of a certificate of completion.

Final Account

23.1 The Contractor shall supply the Project Manager with a detailed account of the total amount that the Contractor considers payable under the Contract before the end of the Defects Liability Period.

Termination of contract

Employer or Contractor may terminate the Contract if the other party causes a fundamental breach of the Contract.

24.1 The Employer or Contractor

24.1 The

24.1 Notwithstanding the above, the Employer may terminate the Contract for convenience by giving the Contractor a thirty- day notice in writing.

24.2 If the Contract is terminated, the Contractor shall stop work immediately, make the Site safe and secure, and leave the Site within 15 days of the completion of the notice period.

Payment upon Termination

25.1 If the Contract is terminated for whatever reason, the Project Manager shall determine the amounts due or recoverable from the Contractor

Resolution of Disputes

26.1 The Employer and the Contractor shall make every effort to resolve amicably by direct informal negotiation any disagreement or dispute arising between them under or in connection with the Contract. If after thirty (30) days from the commencement of such informal negotiations, the Employer and the Contractor have been unable to resolve amicably a dispute arising out of this Contract either party cantake the matter to arbitration in accordance with the Law governing the Contract.

Fraud & Corruption

27.1 The Bank's Anti-Corruption Guidelines

3. Purpose

3.1 The Bank's Anti-Corruption Guidelines and this annex applywith respect to procurement under Bank Investment Project Financing operations.

4. Requirements

2.3 The Bank requires that Borrowers (including beneficiaries ofBank financing); bidders (applicants/proposers), consultants, contractors and suppliers; any sub-contractors, sub- consultants, service providers or suppliers; any agents (whether declared or not); and any of their personnel, observe the highest standard of ethics during theprocurement process, selection and contract execution of Bank-financed contracts, and refrain from Fraud andCorruption.

2.4 To this end, the Bank:

f. Defines, for the purposes of this provision, the terms setforth below as follows:

vi. "corrupt practice" is the offering, giving, receiving, or soliciting, directly or indirectly, of anything of value to influence improperly the actions of another party;

vii. "fraudulent practice" is any act or omission, including misrepresentation, that knowingly or recklessly misleads, or attempts to mislead, a party to obtain financial or other benefit or to avoid an obligation;

viii. "collusive practice" is an arrangement between two or more parties designed to achieve an improper purpose, including to influence improperly the actions of another party;

ix. "coercive practice" is impairing or harming, or threatening to impair or harm, directly or indirectly, any party or the property of the party to influence improperly the actions of a party;

x. "obstructive practice" is:

(c) deliberately destroying, falsifying, altering, or concealing of evidence material to the investigation or making false statements to investigators in order to materially impede aBank investigation into allegations of a corrupt, fraudulent, coercive, or collusivepractice; and/or threatening, harassing, or intimidating any party to prevent it from disclosing its knowledge of matters relevant to the investigation or from pursuing the investigation; or

(d) acts intended to materially impede theexercise of the Bank's inspection and audit rights provided for under paragraph 2.2 e.below.

g. Rejects a proposal for award if the Bank determines thatthe firm or individual recommended for award, any of its personnel, or its agents, or its sub-consultants, sub- contractors, service providers, suppliers and/ or their employees, has, directly or indirectly, engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices in competing for the contract in question;

h. In addition to the legal remedies set out in the relevantLegal Agreement, may take other appropriate actions,

including declaring misprocurement, if the Bank determines at any time that representatives of the Borrower or of a recipient of any part of the proceedsof the loan engaged in corrupt, fraudulent, collusive, coercive, or obstructive practices during the procurement process, selection and/or execution of thecontract in question, without the Borrower having taken timely and appropriate action satisfactory to the Bank to address such practices when they occur, including by failing to inform the Bank in a timely manner at the time they knew of the practices;

i. Pursuant to the Bank's Anti- Corruption Guidelines and in accordance with the Bank's prevailing sanctions policies and procedures, may sanction a firm or individual, either indefinitely or for a stated period of time, including by publicly declaring such firm or individual ineligible (i) to be awarded or otherwise benefit from a Bank-financed contract, financially or inany other manner;[7] (ii) to be a nominated[8] sub-contractor, consultant, manufacturer or supplier, orservice provider of an otherwise eligible firm being awarded a Bank-financed contract; and (iii) to receive the proceeds of any loan made by the Bank or otherwiseto participate further in the preparation or implementation of any Bank-financed project;

j. Requires that a clause be included in bidding/request for proposals documents and in contracts financed by a Bankloan, requiring (i) bidders (applicants/proposers),, consultants, contractors, and suppliers, and their sub- contractors, sub-consultants, service providers,

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

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

suppliers, agents personnel, permit the Bank to inspect[9] all accounts, records and other documents relating to the procurement process, selection and/or contract execution, and to have them audited by auditors appointed by the Bank.

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

Annex 10: SAMPLE PURCHASE ORDER

ORDER No.: _____

Date: _____

To: _____

[name and address of vendor]

We hereby request that you deliver to us the Works listed below according to your Quotation number_____, dated_____. The Works that we have accepted are detailed below:

#	Description of Works	Unit price (US$)	TOTAL COST (US$)
1.			
2.			
3.			
4.			
5.			
Total			

The Works are to be done on the following terms [add any other applicable terms]:

_____

_____

_____

_____

Place of delivery/collection:

_____

_____

[name and address of school]

Delivery/collection date: _____

Payment Arrangements: Payment shall be provided upon completion of Works to oursatisfaction, and upon presentation of a final invoice.

Prepared by: _____

SMC Secretary

Approved: _____

School Principal

_____

PTA Chair

Annex 11: SAMPLE TEMPLATE - LETTER OF INVITATION FOR SERVICES

MINISTRY OF EDUCATION

Improving Results in Secondary Education (IRISE) Project

LETTER OF INVITATION

FOR PROCUREMENT OF SERVICES BY SCHOOLS UNDER THE SCHOOL IMPROVEMENT GRANT

[DESCRIPTION OF SERVICE]

Letter of Invitation Ref:	[… .....]
Date of Issue:	[… .....]
Date of Submission:	[… .....]

GRANT NO.: D5030-LR

COUNTRY: LIBERIA

DATE:

TABLE OF CONTENTS

1. LETTER OF INVITATION

Background

The Government of Liberia has received a grant from the World Bank towards the cost of the Improving Results in Secondary Education (IRISE) Project. The *[……School]* is a beneficiary of the funds under the School Development Grant and intends to apply the proceedsof this grant to eligible payments under the contract for which this Letter of Invitation is issued. This procurement process will be conducted in accordance with the Selection of IndividualConsultant method contained in the **World Bank's "Procurement Regulations for IPFBorrowers" July 2016, revised November 2017, August 2018 and Fourth Edition, November 2020;** and the procedures described herein.

3. Objective of the assignment

The objective of the assignment is [… .....]

4. Summary of Services:

The *[……. School]* is seeking to award a contract to an **Individual Consultant** to undertake the *[description of service]*.

The location for the assignment is **[…….]**. The assignment is for a period of **[…]** person weeks.

The required qualifications for the Individual Consultant to be considered are indicated in theTerms of Reference below. Please refer to the Terms of Reference for full details but among other requirements, these qualifications include:

Category of Consultant	Requirements
Educational Qualifications	• Minimum of Post-High School Diploma in relevant filed. • Fluent in English (written and oral).
Work Experience Relevant to the Assignment	• Three (3) years' experience in […. .....]
Experience in working in a developing country	• Provide details of related work within the past three (3) years.

The Individual Consultant will be selected under the Selection of Individual Consultant (SIC) method, the evaluation procedure in the **World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017, August 2018 and Fourth Edition, November 2020**

7. Application Procedure:

Prospective Individual Consultants interested in submitting an Application should send an e-mail, giving full contact details (name, physical and postal address, telephone and mobile numbers, and email address(es)), to the Principal of *[……..School]* at *[email address of principal]***. Before applying, interested consultants should review the Terms of Reference, which are in the Letter of**

Invitation (LOI) Document. The LOI will be issued on application to the Principal of *[.....School]* at [*email address of School Principal]*"

Interested Individual Consultants are requested to submit their written Application in a sealed envelope which should include:

(i) An Application/Cover Letter **(Format in Section 2)** to be considered for the assignment, evidencing date of availability;

(ii) A current CV **(Format in Section 3)** showing the minimum requirements describedabove and in compliance with the attached TOR, and full contact details (i.e., physical address, telephone, mobile numbers, e-mail address(es), etc.);

(iii) The CV must include at least three references (with current email address) for each referee) that can comment on the Individual Consultant's related work experience;

Before applying, interested Individual Consultants should review the Evaluation Criteria (**Section 4**) and Terms of Reference **(Section 5)**, which describes the assignment in detail.

The selected Individual Consultant will sign a Contract **(Format in Section 6)** on the basis of a lump sum fee inclusive of expenses and local taxes.

7. **Any clarifications required** can be requested **only by e-mail** up to **[*deadline for request for clarification]***, addressed to the following:

[The Principal,
……..School
Location]

Clarification responses will be issued no later than **17:00 Hours Local Time on** [date]**.**

8. The signed Application shall be submitted in a sealed envelope clearly marked "Application"with the Activity Title (Procurement of Individual Consultant Services for [*title of assignment]*, and contain one (1) Original and two (2) copies of the Application.

9. The Deadline for submission of Applications is **[*date]*, at 15:00 Hours Local Time**. Electronic submission is allowed. Late submissions will not be accepted.

A Public Opening will be held at [……. School] immediately following the submission date and time stated above.

10. Interested Consultants are strongly advised to read all sections of this document, including the Terms of Reference and the Form of Contract, and to seek clarification as necessary within the timelines specified above during the solicitation period for this procurement. The school shall not entertain any
requests for changes to this document subsequent to the submission of the**Application.**

The Principal
……..School
[Location]

2. COVER LETTER FORMAT

[Location, Date]

[The Name and address of school.]

Dear Sir,

Re: Procurement of Individual Consultant Services for ……

REF No:……

I, the undersigned, offer to provide the consulting services for the above-mentioned assignmentin accordance with your Letter of Invitation dated *[Insert Date]* and this Application.

I am hereby submitting my Application, which will be open for acceptance for a period of 60(Sixty) days from the stated submission deadline date.

I hereby declare that all the information and statements made in this Application are trueand accept that any misrepresentation contained in it may lead to my disqualification.

If negotiations are held during the initial period of validity of the Application, I undertaketo negotiate on the basis of my availability for the assignment.

My Application is binding upon me and subject to the modifications resulting from Contract negotiations, and I undertake, if my offer is accepted, to initiate the consulting services related to the assignment from *[insert the date on which you will be available to commence the assignment].*

I understand you are not bound to accept any Application that you may receive.Yours sincerely,

[Signature][Name]

[Full Physical Address of Consultant]

3. CURRICULUM VITAE (CV) FORMAT

1.	Name	[Insert full name]
2.	Date of Birth	[Insert birth date]
3.	Nationality	[Insert nationality]
4.	Education	[Indicate college/university and other specialized education, giving names of institutions, degrees obtained, and dates of] obtainment].
5.	Membership in Professional Associations	[List of membership in professional associations]
6.	Countries of Work	[List countries where the consultant has worked in the last ten years]
7.	Languages	[For each language indicate proficiency: good, fair, or poor in speaking, reading, and writing]
		Language Speaking Reading Writing
8.	Employment Record	[Starting with present position, list in reverse order every employment held by the consultant, giving for each employment the dates of employment, name of employing organization, and positions held.]
9.	Employer: Position(s) held:	From [year]: To [year]:
10.	Work undertakenthat best illustratescapability	[Among the assignments in which the consultant has been involved, indicate the following information for those assignments that best illustrate his/her capability to handle the tasks listed in the TOR]
11.	Name of assignment orproject:	
	Year	
	Activities performed:	
12.	References:	[List at least three individual references with Substantial knowledge of your work. Include each referee's name, title,organization, phone / mobile and e-mail contact details. The ……School reserves the right to contact other

sources as well as to check references, in particular for performance on any relevant projects.]

13. Certification:

I, the undersigned, certify that to the best of my knowledge and belief, this CV correctly describes me, my qualifications, and my experience. I understand that any willful mis- statement described herein may lead to my disqualification or dismissal, if engaged.

I, the undersigned, hereby declare that I agree to participatein the above-mentioned assignment. I further declare thatI am able and willing to work for the period foreseen in the above referenced Letter of Invitation.

14. Signature

Date

4. EVALUATION CRITERIA

ITEM	CRITERIA	TOTAL POINTS
1	**Educational Qualifications**	**[20]**
1.1	• Minimum of Post-High School Diploma in relevant filed. • Fluent in English (written and oral).	*20*
2	**Capability and Experience of the Individual Consultant**	**[70]**
2.1	Evidence of Consultant's capability and three (3) years of relevant experience in the ……..	*40*
2.1	Two (2) years' experience in the execution of ……	*20*
3	**Experience in working in a developing country**	**[10]**
3.1	Demonstrated experience of related work preferably in electrical Utility Industry executed in a developing countrywithin the past three (3) years.	*10*
	Total Score	**100**

The Consultant is required to obtain a minimum of 80 points in order to qualify. The Consultantwith the highest score above the 80-point threshold will be recommended for award. Subject to satisfactory references being obtained and agreement on the price and contents of theFinancial Offer, the Consultant will then be invited for interview.

Following the successful completion of the interview a Contract will be drawn up and signed between the two parties. In the event that a Contract cannot be agreed between School and the first-ranked Consultant, the second-ranked Consultant will then be invited.

5. TERMS OF REFERENCE

6. FORM OF CONTRACT

THIS CONTRACT ("Contract") is entered into this……. day of [……..], A.D. 2021, by and between the [.....School] ("the Client") having its principal place of business at the[…], Liberia, and (Name of Consultant) ("the Consultant") of ..... Liberia.

WHEREAS, the Client wishes to have the Consultant perform the services hereinafterreferred 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").
The Consultant shall provide the personnel listed in Annex B, "Consultant's Personnel," to perform the Services.
The Consultant shall submit to the Client the reports in theform and within the time periods specified in Annex C, "Consultant's Reporting Obligations."

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.

3. Payment A. Ceiling

For Services rendered pursuant to Annex A, the Client shall pay the Consultant an amount not to exceed of*[ ]*
This amount has been established based on the understandingthat it includes all of the Consultant's costs and profits as wellas any tax obligation that may be imposed on the Consultant.

B. Schedule of Payments

The schedule of payments is specified below:

C. Payment Conditions

Payment shall be made in **United States Dollars**, no laterthan 30 days following submission by the Consultant of invoices in duplicate to the Coordinator designated in paragraph 4.
Payments shall be made to Consultant's bank account as follows:

A/C NAME	
ADDRESS	
A/C NO.	
BANK NAME	
BANK ADDRESS	
SWIFT CODE/BBNAN	

4. Project Administration

A. Coordinator.

The Client designates .....**as Client's Coordinator (hereinafter called the ")**; the Coordinator will be responsible for the coordination of activities under thisContract, for acceptance and approval of the reports and of other deliverables by the Client and for receiving and approving invoices for the payment.

B. Reports.

The reports listed in Annex C, "Consultant's Reporting Obligations," shall be submitted in the course of the assignment, and will constitute the basis for the payments to bemade under paragraph 3.

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 toinspect and/or audit its accounts and records and other documents relating to the submission of the Proposal to provide the Services andperformance 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 s 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 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 afterits termination, the Consultants 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 ConsultingServices 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 sub-contract any portion of it without the Client's prior written consent.

12. Law GoverningContract and Language The Contract shall be governed by the laws of the **Republic of Liberia**, and the language of the Contract shall be **English.**

13. Dispute Resolution Any dispute arising out of this Contract, which cannot be amicably settled between the parties, shall be referred to adjudication/arbitration in accordance with the laws of the Republic ofLiberia.

14. Termination

a. By the Client

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 ofits 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 obstructivepractices (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.

b. By the Consultant

The Consultant may terminate this Contract, by not less than thirty (30) calendar days written notice to the Client, in case of the occurrence of any of the events

specified in paragraphs (a) through (d) of this Clause.

(a) If the Client fails to pay any money due to he Consultant pursuant to this Contract and not subject to dispute pursuant to Clauses within forty-five (45) calendar days after receiving written notice from the Consultant that such payment is overdue.

(b) If, as the result of Force Majeure, the Consultant is unable to perform a material portion of the Services for a period of not less than sixty (60) days.

(c) if the Client fails to comply with any final decision reached as a result of adjudication/arbitration.

(d) If the Client is in material breach of its obligations pursuant to this Contract and has not remedied the same within forty-five (45) calendar days (or such longer period as the Consultant may have subsequently approved in writing) following the receipt by the Client of the Consultant's notice specifying such breach.

15. Force Majeure

15.1 For purposes of this contract, "Force Majeure" means an event which is beyond the reasonable control of the Party, is not foreseeable, is unavoidable, and makes a Party's performance of its obligations hereunder impossible or so impractical as reasonable to be considered impossible under the circumstances, and subject to those requirements, includes, but not limited to war, riots, civil disorder, earthquake, fire, explosion, storm, flood, or other adverse weather conditions, strikes, lockouts, or other industrial action confiscation or any other action by Government agencies.

15.2 Force Majeure shall not include (i) any event which is caused by the negligence or intentional action of the Party or such Party's Experts, Sub-consultants or agents of employees, nor (ii) any event which a diligent Party could reasonably have been expected to both take into account at the time of the conclusion of this Contract and avoid or overcome in the carrying out of its obligations hereunder.

15.3 Force Majeure shall not include insufficiency of funds or failure to make a payment required hereunder.

FOR THE CLIENT	FOR THE CONSULTANT
Signed by_____	**Signed by** _____
Title: Minister of Education	Title: Consultant

LIST OF ANNEXES

Annex 12: SAMPLE TERMS OF REFERENCE FOR CLERK OF WORKS

MINISTRY OF EDUCATION

IMPROVING RESULTS IN SECONDARY EDUCATION (IRISE) PROJECT

Grant ID: D5030-LR

TERMS OF REFERENCE FOR CLERK OF WORKS

1. Introduction

The Government of Liberia has received a grant equivalent to USD 47 million from the International Development Association (IDA) to implement the Improving Results in Secondary Education (IRISE) Project, hereinafter "the Project". The Project duration is four years. The Ministry of Education (MoE) is the IRISE implementation agency responsible for project execution and results monitoring. The implementation will be overseen by the Ministry's SeniorManagement Team (SMT).

2. Background

1.1 The Project's development objective (PDO) is to improve equitable access to, and qualityof, secondary education, and provide a response to the COVID-19 pandemic. It will be achieved through a set of activities that are grouped into the five components:

- Improving access and learning environment at the senior secondary level
- Increasing opportunities for girls to transition to and complete senior secondary education
- Improving quality and relevance of senior secondary education
- Capacity building, Technical Assistance, project coordination and M&E
- Contingency Emergency Response Component.

The progress towards the achievement of the PDO will be monitored through thefollowing key indicators:

e) GER at the senior secondary level (percentage; and percentage female)
f) Increased percentage of public and community senior secondary schools with aqualified teacher each in Math, Science and English
g) Number of direct project beneficiaries (number of females).
h) Students' perception about the adequacy of the conditions of their schools to avoidthe spread of COVID-19.

2.7 The Project employs a hybrid funding approach including the financing of inputs for interventions supported under Components 1, 4 and 5, and a results-based financing (RBF)

modality with disbursement-linked indicators (DLIs) for Components 2 and 3. Disbursements under Components 2 and 3 will be conditioned on the achievement of specified results, as measured by DLIs. Such approach reflects a shift from an emphasis oninputs to focusing on incentivizing the achievement of results.

2.8 Component 1 of the IRISE Project will finance the improvement of learning environment ofpublic and Government operated community schools at the senior secondary level andexpansion of 2 JSS to SSS through the disbursement of a certain amount as School Development Grant to each school.

2.9 The IRISE School Development Grant is intended for public and government-operated community schools with the aim of improving the learning environment through the rehabilitation and renovation of all 156 existing public and community Senior Secondary Schools (SSS) across the length and breadth of Liberia, and the expansion of two (2) JuniorSecondary Schools (JSS) in selected districts. Only these schools will be eligible to receive a School Development Grant under the Project.

2.10 The 156 SSS to benefit from the Grant are classified into large (53 schools) and small-to-medium size schools (103 schools). The grant amounts for each of the 53 large schools willbe up to US$55,000 and for the 103 small-to-medium size schools will be up to US$30,000.The school grants will be provided in three tranches: 50 percent will be provided once theschool's SQIP is approved by the MoE; 40 percent and 10 percent, upon receipt of evidenceof eligible expenditures, verification of the appropriate use of funds and the level of progress for the first and second tranches, respectively. Each of the 2 JSS schools to be expanded toSSS will be eligible to receive a school grant in the amount of US$175,000. Implementation of the Grant will adopt the Community Based Empowerment Approach (CEA) in whicheach school will have a School Management Committee.

2.11 Pursuant to the above, and given the procurement processes under the school grant will not be prior reviewed by the World Bank, there is the need to recruit a third party consultant to provide an opinion on the adherence of schools to the World Bank Procurement Regulations ***for Borrowers under IPF' (Procurement Regulations)*** datedJuly 2016, revised in November 2017, August 2018 and Fourth Edition, November 2020and the ***'Guidelines on Preventing and Combating Fraud and Corruption*** in ProjectsFinanced by IBRD Loans and IDA Credits and Grants', dated July 1, 2016 and other provisions stipulated in the IRISE Financing Agreement.

3. Objective of the Consultancy

This Terms of Reference describe the roles and responsibilities of the Clerk of Works to behired by each IRISE Project Grant beneficiary.

4. Scope of Service

The consultant to be hired based on this Terms of Reference will be responsible for thefollowing activities:

- Inspecting construction work and comparing it with drawings and specifications;
- Measuring and quality checking building materials;
- Identifying defects and suggesting ways to correct them;
- Monitoring progress and reporting to the SMC;
- Attend project meetings as the SMC's representative and report to the SMC in writingon the proceedings.
- Observe tests required by the Contract Documents. Review testing invoices, if any,to be paid by the SMC.
- Review Applications for Payment submitted by the Contractor.
- Keeping detailed records of work done;
- Referring to plans and taking photographs of work, along with measurements and samples;
- Liaising with contractors, engineers and surveyors to ensure that the work is delivered according to the contract agreement between the School and the Contractor;
- Ensure that the applicable requirements of the World Bank's Environmental and Social Framework are fully followed during the implementation of the works.
- Checking that building regulations, health and safety, legal and ecological requirementsare met; and
- Working between an office and construction sites.
- Assist the SMC in reviewing the documentation and record documents to be furnished to the School by the Contractor upon completion of the work.

5. Deliverables

The following reports and deliverables are expected from the Clerk of Works:

S/n	Type of Deliverable	Timeline	Payment Schedule
1.	Inception Report. The Inception Report will include an implementation program in MS Project format, for all construction activities over the lifetime of the project. This program will be updated as necessary	3 weeks after contract signing	The Clerk of Works will be paid Monthly for duration of the assignment.
2.	Monthly progress reports including environmental, health, safety *(site safety)* and social safeguards monitoring, photos and illustration on progress of works, site meeting minutes for each school site;	Within one week of the ensuing month	
3.	Certificates of payment	As and when due	

4.	Quarterly progress reports.	Within 2 weeks after the end of the Quarter.	
5.	Defects lists for the contractor atpractical completion	At practical completion stage of each school.	
6.	Signed off certificate at the end of the defects liability period	After handing over of school	
7.	A final account for the construction andthe provision of construction materials		

2. *Qualifications*

The Clerk of Works shall possess the following qualifications and skills:

- Minimum of Post-High School Diploma in relevant filed.
- Fluent in English (written and oral) and in the local dialect.
- Evidence of Consultant's capability and three (3) years of relevant experience in civil workscontracts management;
- Goods computer skills including MS Office Suite and MS Project.

3. Other Terms

☐ This is a one-year assignment and will be implemented at the place that the school islocated.
☐ The "**Clerk of Works**" will work in tandem with the SMC of the School.
☐
☐ **Inputs to be provided by the School**:

The School will provide drawings, Bill of Quantities, site data and any other information required for theassignment.
*The **Clerk of Works** will be responsible for their own office space, equipment and other logisticsrequired to execute the assignment.*

The Consultant will be selected under the Selection of Individual Consultant(SIC) Method under the World Bank's "Procurement Regulations for IPF Borrowers" July 2016, revised November 2017 and August 2018, Revised November 2020.

ANNEX 13: CASH BOOK

NAME OF SCHOOL: _____
DISTRICT:_____ COUNTY: _

Month covered: _____

CURRENCY: USD

DATE	VOUCHER No.	CHECK No.	DESCRIPTION	VENDOR/ PAYEE	RECEIPT	PAYMENT	BALANCE	AUTHORISED BY

Signed:_____(Principal)

Signed:_____(PTA Chair)

ANNEX 14: BANK RECONCILIATION STATEMENT template

_____(NAME OF THE SCHOOL)BANK DETAILS:

BANK RECONCILIATION AS AT_____, 202____

BALANCE AS PER BANK STATEMENT	**XXX**
ADD: UNCREDITED RECEIPTS	**XXX (SCHEDULE ATTACHED)**
LESS: UNPRESENTED CHEQUES PAYMENTS	**(XXX) (SCHEDULE ATTACHED)**
BALANCE AGREED WITH THE CASH BOOK	**XXX**

PREPARED BY: _____

REVIEWED BY: _____

APPROVED BY: _____

NOTE: Items that appear in the bank statement but not in the cash book will be entered in the cashbook on being identified and posted inthe general ledger or journal adjustment vouchers

BALANCE PER BOOK: (Balance on the bank statement) _____

UNDEBITED AMOUNT: (Money not yet withdrawn from the account but checks have been issued) _____

BANK CHARGES: (Amount deducted from your account by the bank for keeping your money) _____

BALANCE PER BOOK: (Balance per cash book kept by the cashier) _____

ANNEX 15: PAYMENT REQUEST FORM

NAME OF SCHOOL: ___

DISTRICT:_____ COUNTY: _

TO: _____(PRINCIPAL)

FROM: _____(REGISTRAR)

REF: [ENTER PAYEE AND PURPOSE OF THIS REQUEST]

DATE: [ENTER MONTH DAY, YEAR {DATE REQUEST IS MADE}]

You are kindly requested to make payment by [CHECK] in an amount of [AMOUNT IN WORDS (AMOUNT INFIGURE) as [payment for delivery of goods/service performed] under the IRISE School Improvement Grant.

Reviewed by:_____PTA Chair

Approved by:_____ School Principal

ANNEX 16: PAYMENT VOUCHER

NAME OF SCHOOL: _____

DISTRICT: _____

COUNTY: _____

Date: **Payment Voucher No.:**

Payee: **Address:**

Amount in Words	**Amount $**

Details of Transaction

CHECK #:

PREPARED BY:_____**, Cashier/Secretary**

REVIEWED BY:_____**, Vice Principal Administration**

APPROVED BY:_____**, School Principal**

ANNEX 17: PETTY CASH REQUEST

FORM

NAME OF SCHOOL: ___
DISTRICT:_____

COUNTY: _____

TO: _____(PRINCIPAL)

FROM: _____ (Name of individual requesting petty cash)

_____ (Position of person requesting petty cash in the school)

REF: [ENTER PAYEE AND PURPOSE OF THIS REQUEST]

DATE: [ENTER MONTH DAY, YEAR {DATE REQUEST IS MADE}]

You are kindly requested to authorize payment from petty cash in an amount of [AMOUNT IN WORDS (AMOUNTIN FIGURE) as [payment for delivery of goods/service performed] under the IRISE School Improvement Grant.

Reviewed by:_____, PTA Chair

Approved by:_____School Principal

ANNEX 18: PETTY CASH PAYMENT VOUCHER

NAME OF SCHOOL: _____

DISTRICT:_____

COUNTY: _____

Date: **Payment Voucher No.:**

Payee: **Address:**

Amount in Words	**Amount $**

Purpose of Petty Cash Payment

PREPARED BY:_____**, Cashier/Secretary**

REVIEWED BY:_____**, Vice Principal Administration**

APPROVED BY:_____**, School Principal**

ANNEX 19: FIXED ASSETS REGISTER

template

NAME OF SCHOOL: ___
LOCATION: _____

Ref	Description	Transaction Date	Supplier	Cost	Serial Number	Model	Asset Code No.	Location	Assignee	Remarks

ANNEX 20: BUDGET MONITORING REPORT (this should be used by the monitors)

_____(NAME OF SCHOOL)_____(DISTRICT, COUNTY)

LINE ITEMS	ANNUAL BUDGET	ACTUAL	VARIANCE	COMMENT(S)
TOTAL:				

Reviewed by:_____(PTA Chair) Approved by:_____(School Principal)