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Swiss Agency for Development and Cooperation SDC

EDUCATION FOR EMPLOYMENT IN NORTH MACEDONIA

Project of the Swiss cooperation under the auspices of the Ministry of Education and Science

Contract-no:	81074262
Project/mandate no:	1406.02.3.0
Project/mandate name/country:	Education for Employment in North Macedonia Phase 2

Requester:

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Technical specification for a Learning Management System

Skopje, May 22, 2024

Implemented by

HELVETAS

Table of contents

Contents

Background

The labour market situation in North Macedonia is rather unusual with numerous open jobs on the one side and a high unemployment rate, especially among youth, on the other side. As the country is missing a clear and implementable economic strategy and related supporting measures, mid and long-term planning is very challenging for private companies. This, together with the fact that secondary VET – Vocational Education and Training still has limited relation to economy and society, leads to numerous graduates that end up unemployed instead of integrated in the labor market.

The very low engagement of labor force in upskilling and reskilling shows that lifelong learning is not yet understood and adequately rewarded as basis for decent work or career development. Often the expectations of youth regarding jobs, career, salaries, etc. do not match with the offers on the labor market or are just unrealistic. Jobs abroad are still of high attractiveness and, thus, force local companies to create more attractive positions for youth to keep them in the country.

Switzerland is aware about the above-mentioned situation and supports with Education for Employment in North Macedonia (E4E@MK) the advancement of the Vocational Skills Development System (VSD) in North Macedonia.

The main goal of the E4E@MK (phase 2) is that young women and men gain decent employment due to market-oriented skills. This will be achieved through a) improving the vocational education and training system, especially dual VET, to capacitate youth for the labor market and b) increasing the involvement/ engagement of companies and business support organizations to co-create and ensure the market-relevance of vocational education.

Objectives

The objective of the call is in partnership with a local company Zegin and based on their request, to support establishment of a comprehensive training center Learning management System (LMS) aimed at addressing the critical shortage of skilled employees by providing practical work knowledge and essential skills necessary for employment. The center's LMS will cater to a target group of 200-240 new employees annually, focusing on delivering a specialized mentoring program online or also in-house within a modern, fully equipped space. The LMS software application, integrating digitized material and gamification techniques, aims to expedite employee productivity, enhance team confidence and sales performance, ensure procedural adherence, and cultivate long-term knowledge retention. Moreover, the initiative will extend training opportunities to unemployed individuals, students, and vulnerable youth, particularly targeting the predominantly female workforce in retail. With a commitment to sustainability and adaptability, the company pledges to continually evolve the program to meet market demands, expand dual education initiatives nationwide, and strengthen partnerships with vocational schools. Through these efforts, the training center and it's LMS platform endeavors to bridge skill gaps, empower individuals, and foster sustainable workforce development across diverse demographics and geographic regions.

Additionally, the LMS platform developed will be used for student's practical training in collaboration with higher education institutions.

The platform provided should be flexible to be utilized by other companies in their training activities as well. Helvetas or additional companies under Helvetas support should be able to create new user accounts, create new courses and upload new learning contents into the new courses, without necessary support by the creator of the platform.

Specific objectives of the assignment

The specific objective of the assignment is to support implementation of the state-of-the-art digital solutions, including gamification techniques and a web-based learning platform, within the newly established training center. These tools aim to streamline employee onboarding, enhance learning outcomes, and facilitate knowledge retention. Furthermore, the project seeks to have ownership of the developed software solutions, enabling potential dissemination to other partners with minimal adjustments if necessary.

References to the terms student and employee may be used interchangeably throughout this document.

System Overview

The LMS should be a cloud-based platform designed to manage, deliver, and track training and learning activities for employees within the organization. Preferably, the software architecture should provide scalability and flexibility, deployed with containerization and / or virtual machines.

The technologies should preferably be open source and license free, but if proprietary technologies are used, licensing expenses should be covered and included within the initial offer and not charge extra afterwards. Details on long-term licensing expenses should be provided within the offer, regarding proprietary technologies and other aspects of the total cost of ownership.

The LMS must present course completion certificates.

User Management

User Roles and Permissions: The LMS platform should be able to define multiple user roles including Administrator, Instructor, Manager, Learner, with granular permissions for each role. The platform should be able to integrate with a Single Sign-On (SSO) system already functioning in a company, but also support simple temporary username/password authentication for students, interns, and external participants. The LMS should allow users to manage their profiles, including personal information, profile picture, contact details, and preferences.

The system must allow the students to self-register into classes available via the course catalog.

Course Management

- Course Creation and Publishing: Administrators and instructors can create, edit, and publish courses, modules, and learning paths. The LMS should host ever growing curriculums and be able to build individualized learning journeys. The platform should enable upload or link to additional resources, like PDFs, audio and video media, digital learning guides, and online content.
- Course Catalog: Provide a searchable course catalog with filters based on categories, tags, and skill levels, allowing learners to self-enroll in courses.

1. The system must build a course catalog from the inventory of courses available in the system.
2. The system must define prerequisites for courses in the course catalog.
3. The system must store and archive training modules and artifacts.
4. The system must build a course catalog from the inventory of courses available in the system.
5. The system must define prerequisites for courses in the course catalog.
6. Discussion forum.
7. The system must store and archive training modules and artifacts.

Content Management: Support various content types including text, images, videos, interactive simulations, SCORM packages, and external links. The system must accept training material in the following file types:

a) Microsoft supported product formats for Word, Excel, and PowerPoint.
b) Adobe Acrobat Reader (PDF)
c) Standard video file formats (e.g. vob, wmv, mp4)
d) Standard image formats (e.g. png, jpg, gif)

Learning Module:

The platform should allow multiple course instructors. There should be both real-time teaching and residual content:

1. Live Training Sessions: The platform should be able to integrate a teleconference tool (such as ZOOM, Microsoft Teams, Google Meet etc).
2. Offline or Recorded Contents: The contents could be in various formats (video, PPT, PDF, etc).

Content Management

1. Provision of course material online by teachers.
2. The system must allow downloadable content for users in various types of media (i.e. PowerPoint, MS Word, PDF) from a computer or mobile device.
3. The system must associate CBT, WBT, and e-Learning webinars to an instructor led training course.
4. The system must associate tests and examinations to courses and curriculum.
5. The system must stream CBT, WBT and webinars from the student's profile or account.
6. The system must receive and upload CBT, WBT and Webinar courses.

7. The system must store and manage training materials electronically and in print form for the following assets:
    a. Job Aids
    b. Instructor Manuals
    c. User Manuals
    d. Instructor-Led Presentations
    e. CBTs/WBTs
8. The system must upload certificates of completion, course registration sheets, and evaluations.
9. The system must provide rich text editor with html capabilities.

Learning Management Features

- Progress Tracking: Track learner progress in real-time, including completion status, time spent on each module, quiz scores, and overall performance.
- Assessments of individual lessons / learning activities and Online attendance.
- Adaptive Learning Paths: Offer personalized learning paths based on learners' skill levels, preferences, and learning objectives.
- Assessments and Feedback: Include quizzes, assignments, and assessments with automated grading and feedback mechanisms. Track and report user progress, compliance, and engagement metrics. Multiple types of assessments should be possible such as MCQs, true-false, matching, reason-assertion statements, image-based questions, video-based questions, written work submission, etc.
- Track achievement of predetermined targets/ reminders for same (e.g. Thesis submission, exam due etc.).
- Scheduling of optional/mandatory courses from a menu of dates.
- Ability to reuse existing activities.
- Competency Management: Map learning objectives to competencies and skills, allowing managers to assess employees' skill proficiency and development progress.
- Automation – The LMS should enable administrators to automate repeated and tedious tasks. Examples include user grouping, new user population, create and deactivate users in bulk (CSV file), or group or batch wise.
- Localization - It is important for the LMS to include multilingual support features so the learning and training content can remain unaffected by language barriers.
- Reports and analytics - This includes eLearning assessment tools. Instructors and administrators must be able to view and track their online training initiatives to determine if they are effective or need adjusting. This can be applied to groups of learners and individuals.

Notifications

1. The system must alert administrators of a reasonable accommodation requirement.
2. The system must flag mandated training.
3. The system must notify students and managers of compliance status. For example, a student is 3 months away from no longer being compliant with the Health and Safety mandate.

4. The system must send "reminder emails" to participants scheduled for a class. For example, supervisor training is 2 weeks away.
5. The system must send confirmation and status emails to students, managers, and/or training approver/s.
6. The system must send notifications of "change in student status" to students, managers, and/or approvers.
7. The system must send notifications to students, managers, and/or approvers when an employee does not show up for a class.
8. The system must support sending a "change in class status" message. This includes the ability to generate emails to students, managers, and instructors. Changes in class status such as location, start times, and instructor must generate a pre-formatted email.

Gamification Module

- Points System: Award points to learners for completing courses, modules, assessments, and participating in discussions and activities.
- Badges and Certificates: Issue digital badges and certificates to recognize learners' achievements, milestones, and skills acquired.
- Leaderboards: Display leaderboards to showcase top performers based on points earned, course completion, and engagement metrics.
- Challenges and Quests: Introduce challenges, quests, and missions with varying difficulty levels to motivate learners and encourage active participation.

Example features:

- Automatically captures and attributes experience points to students' actions;
- Block that displays current level and progress towards next level;
- Report for teachers to get an overview of their students' levels;
- Notifications to congratulate students as they level up;
- A ladder to display the rankings of the students;
- Ability to set the number of levels and the experience required to get to them;
- Images can be uploaded to customize the appearance of the levels.

Another set of example features:

- Offers a ranking of the learners with their points obtained for the completed activities;
- Displays performance graphs for group assignments.

Social Learning Features

The LMS should include:

- Discussion Forums: Enable learners to participate in online discussions, ask questions, share knowledge, and collaborate with peers and instructors.
- Social Sharing: Integrate social sharing features to allow learners to share their achievements, badges, and course completions on social media platforms.

- Peer Recognition: Implement peer-to-peer recognition mechanisms where learners can endorse and acknowledge each other's contributions and skills.

Integration and Scalability

The LMS should be able to integrate with HRIS, CRM, ERP, and other enterprise systems to synchronize user data, roles, and training records. The design and implementation of the system should make it to be horizontally scalable to handle large user bases and peak loads, with load balancing and auto-scaling capabilities.

Security and Compliance

Data Encryption should be used in communication over the networks using SSL/TLS protocols to ensure data security and privacy. Also, Role-Based Access Control (RBAC) should be implemented to control access to sensitive features, content, and user data based on predefined roles and permissions. The LMS should ensure compliance with data protection regulations such as GDPR, including data access controls, audit trails, and data retention policies.

1. The system must integrate with 3rd party authentication such as O-Auth or direct usage.
2. The system must accept Single Sign On (SSO) tokens.
3. The system must provide configurable role-based authentication.

Usability and Accessibility

When developing web based LMS, meticulous attention should be paid to Responsive Web Design. The user interface developed with responsive web design principles should ensure accessibility and usability across devices of all sizes, including Smart TVs, desktops, tablets, and most notably smartphones. Users should be able to access the LMS from whatever type of device they choose whether it's a desktop, laptop, tablet or smartphone. The LMS should automatically display the version best suited for the user's chosen device.

The UI should be suitable for less tech-savvy consumers. The user interface (UI) should enable learners to easily navigate the LMS platform. The UI should also align with the abilities and goals of both the user and the organization. Learners should be able to bookmark their learning content for future reference.

The LMS should also adhere to Accessibility Standards: WCAG 2.1 accessibility guidelines ensure that the platform is accessible to users with disabilities, including support for screen readers, keyboard navigation, and alternative text for multimedia content.

The system must support all current versions and any previously supported versions of modern web browsers including Edge, Firefox, Chrome and Safari.

Testing and Quality Assurance

After deployment and before broader use of the platform, software testing should be undertaken, including integration testing, and end-to-end testing. Also, due to its scalability requirements, performance testing should be done. Load testing and stress testing to assess the system's performance under various load conditions.

Documentation and Training

The developer of the LMS platform should also provide Comprehensive Documentation: Provide detailed user guides, administrator manuals, API documentation, and developer guides to assist users, administrators, and developers in understanding and using the platform.

The provider of the platform should also provide training and support: In coordination with Helvetia, the provider should offer training sessions and tutorials for administrators, instructors, and learners to onboard them to the platform and its features effectively. Recorded training sessions for the LMS platform should be stored and offered to future employees within the platform itself.

Basic Required Checklist:

☐User and Rule Management (bulk upload/ setup users)

☐ Course Management

☐ Responsive Design

☐ Live Classroom, Offline Contents

☐ Multiple Language Support

☐ Should be able to access API (HR system details)

☐ Analytics with a Clean Dashboard

☐ Customize Report

☐ Course/Event Calendar Report

☐ Team Learning Collaboration: Group Discussion and Problem-Solving

☐ Daily Activity Monitoring

☐ Analytics and Feedback: Auto calculation of goods and allow the facility to analyze learning gaps, & share their feedback

☐ Course Personalization: LMS should be able to recommend training courses & program based on the learner's position and job duties

☐ Certificate(e-certificate)

☐ Learning Path: a direction the learner can follow to work through the course in increment on the same topic.

Non-Functional Requirements

Non-functional requirements play a significant role in defining system architecture and are part of technical specification.

Product requirements

Installation and development

The software is to be installed on a server infrastructure of the Helvetas's choosing.

Usability requirements

Entire application must be web based where users will access with a standard web browser(s). It is a dynamic web site solution integrated with web services for interoperability with other internal and external systems.

Administration Functions

An important consideration during the design of the system is customizing system parameters to the users. Duration, statuses, roles, responsibilities, associated object types etc, of certain business processes should not be hard coded but specified externally (in the database for example) to avoid change in the code when change in the duration happens.

Documentation

The contractor must provide the beneficiaries user manuals, technical implementation specification and help functionality.

Language support

The user interface solution should be realized with resource files that enable usage of multiple languages. The predefined is the Macedonian language, and the platform should be capable of at least two more languages to be supported in the future (Albanian and English). The language configuration and customization should be supported in the administration module.

Performance requirements

The installation will be capable of satisfying performance criteria. The maximum number of users is 1.000. Each user will request services at least twice per day.

Maximum peak workload is estimated 100 of 1.000 users as peak number of simultaneous transactions.

Response time at maximum workload will be measured for 10% of peak workload and should be less than 3 seconds.

Availability

The availability is measured on monthly basis and should be according to the following table:

Time	Availability	Max duration of unavailability
First 3 months	> 99,58%	< 3 h in working days
After 3 months	> 99,85%	< 1 h in working days

Time for upgrade and activities for maintenance and backup are not considered as system unavailability.

Help desk

The contractor should implement helpdesk and automated web system for helpdesk where all bugs and malfunctions are registered. The help desk working time is from 8h until 17h. In this period the help desk is available via phone, and appropriate bug reporting web system.

The help desk response should be timely and prompt.

Standards and best practices

It is imperative that the system architecture, design, and implementation comply with the industry standards. This section will outline some of the most important standards that are expected in the technical architecture of the system.

Platform Independence

Platform independence means that the application can be accessed and used by web interface from a device using any operating system.

The bidders are not limited to this operating system and database, they can choose their platform, however in the price schedule they should also calculate all expenses for licensing those systems different from preferred for a period of at least 10 years and corresponding number of users.

The contractor should precisely specify development platform and hardware and software requirements in the proposal.

The solution can also be hosted on a virtual leased server, or as a cloud computing solution.

Layered Architecture

This is a common architectural pattern that decouples application layers and allows easier maintaining of these layers. Change in one layer should not cause change in other layers. All layers have well defined APIs that allow internal change of the code without affecting other layers. Also layered architecture promotes reusability. For example, the application business layer contains all business related APIs. These APIs are used from, let's say web-based user interface (UI) layer. If there is a need to develop another user interface that is not web-based, the business layer can be directly reused by new non-web-based user interface layer. Another example is persistence layer. This layer should be on its own and not tied to any other layer. A usual mistake in the architecture is accessing data directly in the UI layer. The UI layer should be accessing the business layer, which in turn accesses the database layer. This promotes reusability and flexibility. Loosely Coupled Components and Object-Orientation

Developing an application with tightly coupled components means that change in one of the components would affect other components as well. This makes it difficult to maintain application and also makes it difficult to reuse components. Building an application with loosely coupled components means building components of the application that do not have hard dependencies on each other but rather communicate with each other. Change in one component should not affect other components and their relationship.

Scalability

The solution should implement a scalability option meaning that some of the transactions can be dedicated to other servers or distribute the workload to cluster of servers.

Other requirements

LMS must be customized with Helvetas logo and branding, as well as the Beneficiary logo and branding.

The software must have industry standard security features for handling personal data of individuals.

The LMS will be owned by Helvetas as perpetual and will not have any expiry date or any limit on the number of users, courses, teachers, time duration etc.

Source code

Source code and all documentation should be delivered and will belong to Helvetas. Helvetas should have free and unlimited access to the source code for its own use and support but cannot sell or distribute the software to third parties or institutions. Helvetas can use the code in case the contractor is unresponsive.

Beneficiary institutions cannot sell or distribute the software to third parties or institutions. Helvetas can organize deployment of the platform to new beneficiaries, exclusively in collaboration with the contractor, according to the price in the initial bid.

Guarantee validity

Guarantee is valid only if no changes are made to delivered solution. If the beneficiary changes the code then the contractor is no longer responsible for normal functioning of the code and performance of the system. In this case all services required by contractor in guarantee period are due to services fee as specified in price schedule.

Guarantee and maintenance obligations

The contractor has obligation that the system will have the specified performance for a period of at least 1 (one) year and will keep on with maintenance of at least 5 (five) years.

The contractor is obliged to update the software with all requirements if specified by law or legislation in the guarantee and in the maintenance period. The extra development required for this purpose in guarantee period will not be charged, and if the changes are done in the maintenance period these will be charged according to the fees as specified in the price schedule.

Cost estimates for future modifications

For all additional modules the contractor should send an offer with estimation of workload and apply the rate provided in the proposal and approved by the contract for the period of maintenance.

The contractor should provide in the offer the costs for a new deployment of the platform to every new beneficiary proposed by Helvetas in the future.

Acceptance Testing

The acceptance test will be provided as functional testing (if the system satisfies all defined functions), validation (if the system corresponds to the project specification) and performance testing (if the system satisfies the non-functional requirements).

Safety Requirements

Safety within the system should be implemented on both hardware (including operating system) and application software level. Hardware level includes operating and system software support and automated daily file backup procedures. The database should be backed-up regularly.

Security

Security within the system should be implemented using standard authentication and authorization mechanisms (login/password and digital signature).

Users and their roles will be defined and stored in the data storage (database). When accessing the system, the user will be prompted for credentials (token or user id and password). The system will support usage of cards with chips and/or digital signatures.

Error Handling

The system must enable self-recovery from errors and detailed error handling. Every error in the system must be logged for administrator review and enable emailing capabilities to the administrator in these cases.

Application functionality should degrade gracefully in case of errors, connection problems with other internal systems, external systems etc.

Disaster Recovery

Records and information managed and stored by the system must be available to users at all times. Information entered into the system cannot be lost and the system must be able to recover from unexpected disasters. Information is stored on a database. It is expected that full recovery mechanism is in place if the database goes down. The disaster recovery mechanism must be able to recover from failure of both, database and application recovery.

Database backups and file system backups are usual procedures to assure recovery from disaster, and they usually happen during the slow times of using the system.

Eligibility criteria

The company should be certified:

- ISO 9001:2015 Quality Management Systems,
- ISO/IEC 20000-1:2011 Management Systems for IT Services,
- ISO 27001:2013 Information Security Management System

The company should have employed at least:

a) 1 (one) person with at least 5 years of work experience in the field of programming with the product technology
b) 1 (one) person with at least 5 years of work experience in the field of data infrastructure management.
c) 1 (one) person, project manager, with at least 5 years of work experience, having completed an appropriate university education or having an appropriate and globally recognized valid certification for a Project Manager.

The company should have an annual turnover of at least 3 times the budget of this project.

Applicants who do not meet the eligibility criteria will not be considered.

Selection criteria

Criteria for choosing the best offer for awarding the procurement contract.

The criterion for selecting the most favourable offer and awarding the procurement contract is the economically most favourable offer - the best ratio between price and quality. The holder of the procurement will be the economic operator whose offer will be evaluated as the most economically advantageous, that is, it will win the highest number of points as a sum of the points for each element of the most economically advantageous offer criterion.

The following are taken as elements of the criterion economically most favourable offer - best ratio between price and quality:

Price ..... 70 points and

Quality..... 30 points.

A total of 70 points are determined for the price element. In the evaluation process, the price of the offer will be calculated as the total price without value added tax (without VAT), whereby the offer with the lowest offered price will receive the most points. Points for the price element in other offers will be awarded according to the following formula:

$$\text{Number of points} = \frac{\text{Lowest price (without VAT)} \times \text{Maximum number of points}}{\text{Price (without VAT)}}$$

The number of points for the price element for each offer individually will be obtained when the lowest price (without VAT) is multiplied in the numerator by the maximum number of points provided for the price element and then divided by the price (without VAT) which is in the denominator.

The lowest price (without VAT) is the total lowest price of all offers (which are evaluated) and for which there are no reasons for exclusion and which fully meet the criteria for qualitative selection.

The maximum number of points provided for the price element is 70 points.

Price (without VAT) is the total price of the offer of the economic operator (which is being evaluated) and for which there are no reasons for exclusion and fully meets the criteria for qualitative selection.

A total of 30 points have been determined for the quality element. It will be evaluated and scored as follows. For the quality criterion, a maximum of 30 points can be obtained, according to the following scoring methodology.

The bidder will be awarded points according to the table:

Number of projects of the bidder company (contracts) for educational purposes, in a similar scope as the given one, where the goods/services have been delivered in the last 3 years.	Maximum 10 points
Number of projects of the key personnel involved in the bidder company, for educational purposes, in a similar scope as the given one, where the goods/services have been delivered in the last 3 years.	Maximum 10 points
Warranty period of an additional second year	Maximum 10 points

Points for number of projects/references will be calculated according to the following formula:

$$\textit{Number of points} = \frac{\textit{Number of offered references from the bidder} \times \textit{Maximal number of points}}{\textit{Biggest number of references from all bidders}}$$

Points for the warranty period will be calculated as follows:

- Warranty period for flawless and unconditional operation of the solution with a duration of 1 (one) year - mandatory - 0 points.
- Warranty period for flawless and unconditional operation of the solution with a duration of 2 (two) years - 10 points.

Clarification: Bidders must offer a free warranty period for software maintenance in accordance with the terms of the Technical Specification. Above the mandatory warranty period of one year, the scoring will be done as stated above.

Deadlines

The project should be completed and deployed withing 3 months of the signing of the contract.

TECHNICAL AND FINANCIAL OFFER

Nr.	**Description**	**Total cost without VAT**	**VAT**	**Total cost with VAT**
1	Procurement of services for an LMS system **Total (Table 1 + Table 2 + Table 3+ Table 4)**			

Decomposition of the total cost

Table 1.				
Nr	**Required licenses for the infrastructure and environment:** **- operative system** **- the database,** **- as well as all other licenses for setting up the offered LMS solution (software platforms and tools needed to implement the subsystems of the solution that are licensed per core, processor or server)** **The quantities should be sized appropriately for quality service of min. 2000 users/100 concurrent users.** **All offered licenses should be permanent and in the name of HELVETAS, with support for the entire duration of the contract.**	Type of licensing (core/ processor/ server)	Quantity	Costs without VAT

	If you plan to use free or open source licenses, they must be entered with a price of MKD 0)			
1				
2				
3				
…				
Total cost without VAT				

Table 2.			
Nr	**Implementation**	Quantity	Costs without VAT
1	Development, installation, configuration, integration, migration of data and processes and all other requirements from the Technical Specification for implementation in a company.	1	
2	Development and adaptation of a package that can be installed in other companies according to the requirements of the Technical Specification for implementation in other companies.	1	
3	Training according to the training plan.	1	
Total cost without VAT			

Table 3.			
Nr	Maintenance and support (manual)	Quantity	Costs without VAT
1	Warranty, preventive maintenance and preventive support of the solution in the first year after the completed implementation.	First year Warranty	
2	Warranty, preventive maintenance and preventive support of the solution in the second year after the completed implementation.	Second year Warranty	
3	Warranty, preventive maintenance and preventive support of the solution after the second year after the completed implementation.	One year warranty after the expiration of two years	
Total costs without VAT			

Table 4.			
Nr	PRICE FOR ADDITIONAL SERVICES	Quantity	Cost without VAT
1	Analysis and installation/implementation of the system of a new additional company without customization.	1	
2	Preventive maintenance for the use of the system for 1 year.	Monthly flat rate	
3	1 hour of programming work for adjustment / adaptive maintenance of the system according to the requirements and needs of the user company	1 programming hour	
4	Training users from a new company	1	

5	Annual system infrastructure licenses required	1	
6	Additional unforeseen expenses not mentioned so far	1	
Total cost without VAT			

Required documents to be submitted:

Interested offerors are invited to submit the following documents:

1. Technical offer in accordance with the Terms of Reference (ToR),
2. Financial offer expressed in Macedonian Denars (MKD)

Technical and financial offers should be submitted not later than June 07th, 2024, COB, in two sealed envelopes clearly labelled with "Tender for Learning Management System", to the following address:

HELVETAS Swiss Intercooperation – Skopje
Project: Education for employment in Macedonia, Phase 2
Str: VMRO no. 1
1000, Skopje, Republic of N. Macedonia

Additional information before the deadline for submitting tenders

The ToR should be clear enough to avoid candidates having to request additional information during the procedure. If the Contracting Authority, either on its own initiative or in response to a request from a tenderer, provides additional information on the tender dossier, it must share this information on the web page available for all potential tenderers.

Tenderers may submit questions in writing to the following address e4equotations@helvetas.org by June 4th, 2024, specifying the tender title: "**Tender for Learning Management System"**

The Project has no obligation to provide clarification after this date. No information meeting or site visit is foreseen.