
GRANT NUMBER 0407-KGZ (SF)

GRANT AGREEMENT
(Special Operations)

(Strengthening Education System Sector Development Program)

between

KYRGYZ REPUBLIC

and

ASIAN DEVELOPMENT BANK

DATED 23 JANUARY 2015

KGZ 46537

**GRANT AGREEMENT
(Special Operations)**

GRANT AGREEMENT dated 23 JANUARY 2015 between
KYRGYZ REPUBLIC ("Recipient") and ASIAN DEVELOPMENT BANK ("ADB").

WHEREAS

(A) ADB has received from the Recipient a development policy letter dated 11 August 2014 ("Policy Letter"), setting forth certain objectives, policies and actions, described in Schedule 1 to this Grant Agreement, designed to develop the Recipient's education sector ("Program");

(B) by a grant agreement of even date herewith between the Recipient and ADB ("Project Grant Agreement"), ADB has agreed to provide a grant to the Recipient in an amount of twelve million Dollars (\$12,000,000) for the purposes of the Strengthening Education System Sector Development Project ("Project"), described in Schedule 1 to the Project Grant Agreement;

(C) the Recipient has applied to ADB for a grant for the purposes of the Program; and

(D) ADB has agreed to provide a grant to the Recipient from ADB's Special Funds resources upon the terms and conditions set forth herein;

NOW THEREFORE the parties agree as follows:

ARTICLE I

Grant Regulations; Definitions

Section 1.01. All the provisions of the Special Operations Grant Regulations of ADB, dated 7 February 2005 ("Grant Regulations"), are hereby made applicable to this Grant Agreement with the same force and effect as if they were fully set forth herein, subject, however, to the following modifications:

(a) Section 2.01(15) is deleted and the following is substituted therefor:

15. The term "Program" means the program for which ADB has agreed to make the Grant, as described in the Grant Agreement and as the description thereof may be amended from time to time by agreement between ADB and the Recipient.

(b) The term "Project" wherever it appears in the Grant Regulations shall be substituted by the term "Program".

- (c) Section 2.01(17) is deleted and the following is substituted therefor:

17. The term “Program Executing Agency” means Ministry of Education and Science of the Recipient, which is responsible for the carrying out of the Program as specified in the Grant Agreement.

- (d) The term “Project Executing Agency” wherever it appears in the Grant Regulations shall be substituted by the term “Program Executing Agency”.

Section 1.02. Wherever used in this Grant Agreement the several terms defined in the Grant Regulations have the respective meanings therein set forth unless modified herein or the context otherwise requires. Additional terms used in the Grant Agreement have the following meanings:

- (a) “Counterpart Funds” means the local currency generated from the Grant proceeds under the Program and referred to in paragraph 4 of Schedule 3 to this Grant Agreement;

- (b) “Curriculum Expert Council” means a non-permanent council of experts for curriculum review to be convened in such manner as consistent with the policy note prepared pursuant to paragraph A1 in the Attachment 2 to Schedule 2;

- (c) “Curriculum Review Unit” means a curriculum review unit to be established under MES in such manner as consistent with the policy note prepared pursuant to paragraph A1 in the Attachment 2 to Schedule 2;

- (d) “Deposit Account” means the account referred to in paragraph 3 of Schedule 2 to this Grant Agreement;

- (e) “Eligible Imports” means the total imports of the Recipient during the relevant period minus the following imports during the same period:

- (i) imports from countries which are not members of ADB;
- (ii) imports of ineligible items specified in Attachment 1 to Schedule 2 to this Grant Agreement; and
- (iii) imports financed by official international or bilateral aid agencies or any other loans or grants made by ADB;

- (f) “Eligible Items” means the Eligible Imports and services in connection with the delivery and installation of such imports and consulting services;

- (g) “Financial Year” means the period of 1 January to 31 December for each applicable year;

- (h) “First Tranche” means the portion of the proceeds of the Grant in an amount not exceeding three million Dollars (\$3,000,000) to be withdrawn pursuant to and subject to the provisions of paragraph 4 of Schedule 2 to this Grant Agreement;

(i) “GAP” means the gender action plan prepared for the Program, including any update thereto, and agreed to between the Recipient, the Ministry of Education and Science and ADB;

(j) “innovative schools” means the schools identified through Ministerial Order No.802/1 dated 25 December 2013 by the Minister of Education and Science of the Recipient as innovative schools pursuant to the Recipient’s Education Development Strategy 2012-2020;

(k) “Law on Board of Trustees” means the Recipient’s Law on the Board of Trustees (No.81) adopted on 30 May 2014;

(l) “MES” means Ministry of Education and Science of the Recipient, or any successor thereto;

(m) “MOF” means Ministry of Finance of the Recipient, or any successor thereto;

(n) “National Curriculum Framework” means the National Curriculum Framework of Secondary General Education of the Kyrgyz Republic as approved by Government Resolution No. 403 dated 21 July 2014;

(o) “NTDP” means a national teacher development program as referred to in paragraph B1(a) of Attachment 2 to Schedule 2;

(p) “Policy Matrix” means the policy matrix as referred to in the Policy Letter and agreed between the Recipient and ADB, and which set out inter alia the policy actions for the Program as set forth in Attachments 2 and 3 to Schedule 2 to this Grant Agreement;

(q) “Project Administration Manual” means the project administration manual for the Project dated 5 August 2014 and agreed between the Recipient and ADB, as updated from time to time in accordance with the respective administrative procedures of the Recipient and ADB; and

(r) “Second Tranche” means the balance of the proceeds of the Grant remaining in the Grant Account in an amount of seven million Dollars (\$7,000,000) after the utilization of the First Tranche, to be withdrawn pursuant to and subject to the provisions of paragraph 5 of Schedule 2 to this Grant Agreement;

(s) “Som” means the currency of the Recipient; and

(t) “Textbook Rental Scheme” means a textbook rental scheme to be implemented by the Recipient that is substantially in accordance with the key principles as set out in Appendix 1 to the PAM.

ARTICLE II

The Grant

Section 2.01. ADB agrees to make available to the Recipient from ADB's Special Funds resources on terms and conditions set forth in this Grant Agreement an amount of ten million Dollars (\$10,000,000).

ARTICLE III

Use of Proceeds of the Grant

Section 3.01. The Recipient shall cause the proceeds of the Grant to be applied to the financing of expenditures on the Program in accordance with the provisions of this Grant Agreement.

Section 3.02. The proceeds of the Grant shall be withdrawn in accordance with the provisions of Schedule 2 to this Grant Agreement, as such Schedule may be amended from time to time by agreement between the Recipient and ADB.

Section 3.03. Withdrawals from the Grant Account shall be made only on account of expenditures relating to Eligible Items which:

- (a) are produced in, and are supplied from, such member countries of ADB as shall have been specified by ADB from time to time as eligible sources for procurement; and
- (b) meet such other eligibility requirements as shall have been specified by ADB from time to time.

Section 3.04. The Grant Closing Date for the purposes of Section 8.02 of the Grant Regulations shall be 31 May 2018 or such other date as may from time to time be agreed between the Recipient and ADB.

ARTICLE IV

Particular Covenants

Section 4.01. In the carrying out of the Program, the Recipient shall perform, or cause to be performed, all obligations set forth in Schedule 3 to this Grant Agreement.

Section 4.02. (a) The Recipient shall maintain, or cause to be maintained, records and documents adequate to identify the Eligible Items financed out of the proceeds of the Grant and to record the progress of the Program.

(b) The Recipient shall enable ADB's representatives to inspect any relevant records and documents referred to in paragraph (a) of this Section.

Section 4.03. (a) As part of the reports and information referred to in Section 6.04 of the Grant Regulations, the Recipient shall furnish, or cause to be furnished, to ADB all such reports and information as ADB shall reasonably request concerning (i) the Counterpart Funds and the use thereof; and (ii) the implementation of the Program, including the accomplishment of the targets and carrying out of the actions set out in the Policy Letter.

(b) Without limiting the generality of the foregoing or Section 6.04 of the Grant Regulations, the Recipient shall furnish, or cause to be furnished, to ADB quarterly reports on the carrying out of the Program and on the accomplishment of the targets and carrying out of the actions set out in the Policy Letter.

ARTICLE V

Suspension

Section 5.01. The following is specified as an additional event for suspension of the right of the Recipient to make withdrawals from the Grant Account for the purposes of Section 8.01(k) of the Grant Regulations: the grant under the Project Grant Agreement shall have become liable for suspension or cancellation.

ARTICLE VI

Effectiveness

Section 6.01. The following are specified as additional conditions to the effectiveness of this Grant Agreement for the purposes of Section 9.01(e) of the Grant Regulations:

(a) the Project Grant Agreement shall have been duly executed and delivered on behalf of the Recipient, shall have become legally binding upon the Recipient in accordance with its terms, and all conditions precedent to its effectiveness (other than a condition requiring the effectiveness of this Grant Agreement) shall have been fulfilled;

(b) the Recipient has, to the full satisfaction of ADB, met the policy actions for the release of the First Tranche specified in Attachment 2 to Schedule 3 of this Grant Agreement; and

(c) the Deposit Account shall have been established as provided in paragraph 3 of Schedule 2 to this Grant Agreement.

Section 6.02. A date 90 days after the date of this Grant Agreement is specified for the effectiveness of the Grant Agreement for the purposes of Section 9.04 of the Grant Regulations.

ARTICLE VII

Miscellaneous

Section 7.01. The Minister of Finance of the Recipient is designated as representative of the Recipient for the purposes of Section 11.02 of the Grant Regulations.

Section 7.02. The following addresses are specified for the purposes of Section 11.01 of the Grant Regulations:

For the Recipient

Ministry of Finance
58 Erkindik Boulevard
Bishkek 720040
Kyrgyz Republic

Facsimile Numbers:

(996) 312661645
(996) 3312661955.

Facsimile Number:

(992) 312621532.

For ADB

Asian Development Bank
6 ADB Avenue
Mandaluyong City
1550 Metro Manila
Philippines

Facsimile Numbers:

(632) 636-2444
(632) 636-2424.

IN WITNESS WHEREOF the parties hereto, acting through their representatives thereunto duly authorized, have caused this Grant Agreement to be signed in their respective names as of the day and year first above written and to be delivered at the principal office of ADB.

KYRGYZ REPUBLIC

By 
OLGA LAVROVA
Minister
Ministry of Finance

ASIAN DEVELOPMENT BANK

By 
RIE HIRAOKA
Country Director
Kyrgyz Resident Mission

SCHEDULE 1**Description of the Program**

1. The principal objective of the Program is to enhance quality, access and efficiency of public education in the Recipient through:
 - (a) improving the quality of curriculum and teaching and learning materials;
 - (b) improving the quality of teachers and in-service teacher training;
 - (c) improving access to quality education through innovative schools; and
 - (d) improving sector and project management.
2. The Program is described in more detail in the Policy Letter.
3. The Program is expected to be completed by 31 May 2018.

SCHEDULE 2

Allocation and Withdrawal of Grant Proceeds

1. Except as ADB may otherwise agree, the following provisions of this Schedule shall apply to the withdrawal of Grant proceeds from the Grant Account.

2. (a) An application for withdrawal from the Grant Account shall be submitted to ADB by the Recipient and shall be in a form satisfactory to ADB.

(b) Such withdrawal applications shall be accompanied by a certificate of the Recipient confirming that with respect to each year during which the proceeds of the Grant are expected to be disbursed, the value of the Eligible Imports is expected to be greater than the amount of the Grant expected to be disbursed during such year.

(c) The Recipient shall allow experts appointed by ADB to verify the value of Eligible Imports during any period in respect of which the Recipient has certified the value of Eligible Imports in its withdrawal application.

3. (a) Prior to submitting the first application to ADB for withdrawal from the Grant Account, the Recipient shall nominate an account (Deposit Account) at the National Bank of Kyrgyz Republic into which all withdrawals from the Grant Account shall be deposited. The Deposit Account shall be established, managed and liquidated in accordance with terms and conditions satisfactory to ADB.

(b) Separate accounts and records in respect of the Deposit Account shall be maintained in accordance with accounting principles acceptable to ADB. Upon ADB's request, the Recipient shall have the financial statements for the Deposit Account audited by independent auditors, whose qualifications, experience and terms of reference are acceptable to ADB, in accordance with international standards for auditing or the national equivalent acceptable to ADB. Promptly after their preparation but in any event not later than 6 months after the date of ADB's request, copies of such audited financial statements and the opinion of the auditors on the financial statements, in the English language, shall be furnished to ADB.

(c) Throughout the Program implementation period, the Recipient shall submit trade statistics and any other information as ADB may require from time to time to assess the Recipient's compliance with the formula for determining Eligible Imports.

4. No withdrawal shall be made from the Grant Account for the First Tranche unless ADB is satisfied that the Recipient has met the policy actions for the release of the tranche specified in Attachment 2 to this Schedule.

5. Notwithstanding any other provisions of this Grant Agreement and except as ADB may otherwise agree, no withdrawal shall be made from the Grant Account for the Second Tranche unless ADB is satisfied, after consultation with the Recipient, that (a) sufficient progress has been achieved by the Recipient in the carrying out of the Program; (b) the policy actions that were met for the release of the First Tranche continue to be complied with by the Recipient; and (c) the Recipient has met the policy actions for the release of the tranche specified in Attachment 3 to this Schedule.

Negative List

No withdrawals will be made for the following:

- (i) expenditures for goods included in the following groups or sub-groups of the United Nations Standard International Trade Classification, Revision 3 (SITC, Rev. 3) or any successor groups or sub-groups under future revisions to the SITC, as designated by ADB by notice to the Recipient:

Table: Ineligible Items

| Chapter | Heading | Description of Items |
|---------|---------|---|
| 112 | | Alcoholic beverages |
| 121 | | Tobacco, unmanufactured; tobacco refuse |
| 122 | | Tobacco, manufactured (whether or not containing tobacco substitute) |
| 525 | | Radioactive and associated materials |
| 667 | | Pearls, precious and semiprecious stones, unworked or worked |
| 718 | 718.7 | Nuclear reactors, and parts thereof, fuel elements (cartridges), nonirradiated for nuclear reactors |
| 728 | 728.43 | Tobacco processing machinery |
| 897 | 897.3 | Jewelry of gold, silver or platinum-group metals (except watches and watch cases) and goldsmiths' or silversmiths' wares (including set gems) |
| 971 | | Gold, nonmonetary (excluding gold ore and concentrates) |

Source: United Nations.

- (ii) expenditures in the currency of the Recipient or for goods supplied from the territory of the Recipient;
- (iii) expenditures for goods supplied under a contract that any national or international financing institution or agency will have financed or has agreed to finance, including any contract financed under any loan or grant from the ADB;
- (iv) expenditures for goods intended for a military or paramilitary purpose or for luxury consumption;
- (v) expenditures for narcotics;
- (vi) expenditures for environmentally hazardous goods, the manufacture, use or import of which is prohibited under the laws of the Recipient or international agreements to which the Recipient is a party; and
- (vii) expenditures on account of any payment prohibited by the Recipient in compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations.

Policy Actions for Release of the First Tranche**A. Improve the quality of curriculum and teaching and learning materials****1. Improve planning and management in curriculum development**

The Recipient through MES shall have prepared a draft policy note on (i) the establishment of an authorized curriculum review unit under MES and its functions and (ii) the process of curriculum review through a curriculum expert council representing key stakeholders with the support of the curriculum review unit.

2. Curriculum development for priority subjects in grades 10-11

The Recipient shall have approved the National Curriculum Framework with emphasis on competencies and relevance to labor market in curriculum design.

3. Improve textbook development, evaluation, publishing and distribution

The Recipient through MES shall have completed review of the textbook distribution system in grades 1-4 and finalized recommendations for improving textbook distribution.

4. Improve financial sustainability and provision of textbooks

(a) The Recipient shall have passed the amendment to the Recipient's Law on Education (No. 92) dated 30 April 2003 to provide legal basis for the Textbook Rental Scheme.

(b) The Recipient through MES shall have developed and implemented a communication and advocacy campaign in respect of the Textbook Rental Scheme, including roundtable discussions, television programs and newspaper articles.

(c) The Recipient through MES shall have developed and circulated for inter-ministerial discussion, and submitted to the Recipient's government for approval, a draft regulation on Textbook Rental Scheme.

B. Improve the quality of teachers and in-service teacher training**1. Improve teacher management, career progression planning and in-service teacher training**

(a) The Recipient through MES shall have developed a draft policy note on NTDP which (i) defines the strategy and guidelines for teacher management, teacher appraisal and certification, and quality assurance standards for teacher training providers; and (ii) introduces a teacher ranking and progression system with differentiated salary.

- (b) The Recipient through MES shall have developed draft regulation on continuous professional development of teachers in alignment with the draft policy note on NTDP as described in paragraph (a) above.
- (c) The Recipient through MES shall have held roundtable discussions on proposed NTDP and regulation on continuous professional development with key stakeholders (including teacher training institutes, teachers, principals, department heads of universities, non-governmental organizations).
- (d) The Recipient through MES shall have included an in-service teacher training plan in the draft Action Plan 2015-2017 of MES to implement the Education Development Strategy 2020 of the Recipient.

2. Strengthen the capacity on school management and instructional leadership

The Recipient through MES shall have prepared a draft training plan for principals, deputy principals, staff of teacher training institutes and district methodology specialists, setting out scope and structure, modes of delivery, institutional arrangements and financial provisions of the relevant courses/modules.

C. Improve learning environments in innovative schools

1. Establish innovative schools to improve resource and capacity sharing

- (a) The Recipient through MES shall have prepared a draft regulation on innovative schools to clarify key features of innovative schools, including objectives and functions, selection criteria and procedures, funding mechanisms, policies and procedures for upgrading facilities based on needs, and monitoring and evaluation of innovative schools.
- (b) The Recipient through MES shall have discussed proposed regulation on innovative schools with key stakeholders.

2. Strengthen the functions of school board of trustees

The Recipient shall have passed the Law on Board of Trustees, setting out the terms of reference of board of trustees for agencies that provide social services.

Policy Actions for Release of the Second Tranche**A. Improve the quality of curriculum and teaching and learning materials****1. Improve planning and management in curriculum development**

- (a) The Recipient through MES shall have established the Curriculum Review Unit and MES shall have convened the Curriculum Expert Council, including defining its detailed functions and responsibilities, membership and financing arrangement.
- (b) The Curriculum Expert Council shall have completed a curriculum review for grades 1-4, including an assessment of the curriculum's effectiveness to promote skills and competencies, based on evidence collected by the Curriculum Secretariat.

2. Curriculum development for priority subjects in grades 10-11

The Recipient shall have approved subject curriculum for mathematics and sciences for grades 10-11 (both general and profile streams) that is developed, piloted and reviewed by MES in line with the National Curriculum Framework.

3. Improve textbook development, evaluation, publishing and distribution

The Recipient through MES shall have approved revised procedures on textbook development, evaluation, publishing and distribution in order to:

- (i) update curriculum and textbook evaluation methodology to ensure transparency, open competition among textbook authors, and relevance of submitted textbook manuscripts; and
- (ii) improve scheduling and administration of pilot testing of the curriculum and textbooks to expedite roll-out and delivery of the new curriculum.

4. Improve financial sustainability and provision of textbooks

- (a) The Recipient shall have approved a regulation on the Textbook Rental Scheme and MES shall have issued the implementation guidelines.
- (b) The Recipient through MES shall have started implementation and completed review of the first year of implementation of the Textbook Rental Scheme.
- (c) The Recipient through MOF shall have made a budget allocation (which shall be made available from the beginning of, and throughout, the applicable Financial Year) of and financed at least SOM120,000,000 for school textbooks for Financial Years 2015, 2016, and 2017.

B. Improve the quality of teachers and in-service teacher training**1. Improve teacher management, career progression planning and in-service teacher training**

- (a) The Recipient through MES shall have approved the NTDP and regulation on continuous professional development of teachers.
- (b) The Recipient shall have established a teacher ranking system and career progression of teachers with differentiated salary, including its institutional and funding mechanisms.
- (c) The Recipient through MES shall have updated the regulation on In-service teacher training to reflect NTDP
- (d) MES shall have included the in-service teaching training plan in MES' Action Plan 2015-2017.

2. Strengthen the capacity on school management and instructional leadership

The Recipient through MES shall have approved training plan for principals, deputy principals, staff of teaching training institutes and district methodology specialists and shall have implemented the training plan for at least 100 participants

C. Improve learning environments in innovative schools**1. Establish Innovative schools to improve resource and capacity sharing**

- (a) The Recipient shall have approved regulation on innovative schools.
- (b) The Recipient shall have amended existing regulatory acts to allow innovative schools:
 - (i) autonomy to enrich curriculum and adapt delivery methods in these subjects to meet national curriculum objectives; and
 - (ii) additional funding to carry out cluster-based training and mentoring and for operation and maintenance to maintain labs and science equipment through a revised per capita financing formula.
- (c) The Recipient through MES shall have developed, approved, and started implementation of minimum service standards for school performance in 30 selected innovative schools and completed review of first year of implementation.
- (d) The Recipient through MES shall have prepared a draft 10-year action plan for development of innovative schools.

2. Strengthen the functions of school board of trustees

- (a) The Recipient through MES shall have updated the ministerial order on school board of trustees in line with the Law on Board of Trustees to promote enhanced involvement of School Board of Trustees in budget hearing, community participation and school management.
- (b) The Recipient through MES shall have issued a ministerial order approving a guidance manual for the functioning of the school board of trustees.

SCHEDULE 3

Program Implementation and Other Matters

Implementation Arrangements

1. MES as the Program Executing Agency shall have the overall responsibility for the implementation of the Program, maintenance of all Program records, reporting to ADB and disbursement and administration of the Grant proceeds.
2. The Recipient shall ensure the timely implementation of the Project under the Project Grant Agreement.

Policy Actions and Dialogue

3. The Recipient through MES and MOF shall ensure that all policy actions adopted under the Program, as set forth in the Policy Letter and the Policy Matrix, continue to be in effect for the duration of the Program and thereafter.
4. The Recipient through MES shall keep ADB informed of policy discussions with other multilateral and bilateral aid agencies that may have implications for the implementation of the Program and shall provide ADB with an opportunity to comment on any resulting policy proposals. The Recipient shall take into account ADB's views before finalizing and implementing any such proposal.

Use of Counterpart Funds

5. The Recipient through MOF and MES shall ensure that Counterpart Funds are used to finance the implementation of the programs and other activities consistent with the objectives of the Program.
6. The Recipient through MOF shall ensure that the annual budget (which shall be made available from the beginning of, and throughout, the applicable Financial Year) for education shall be not less than SOM13,666,313,900 for each Financial Year during the implementation of the Program. The Recipient through MOF shall provide the relevant information to ADB within 1 month from the approval of the budget and within 1 month from the reporting of actual expenditure, respectively.
7. The Recipient through MOF shall provide a written confirmation to ADB to confirm that (a) there is a budget allocation (which shall be made available from the beginning of, and throughout, the applicable Financial Year) of at least SOM120,000,000 for school textbooks for each Financial Year during Program implementation and (b) the actual expenditure on school textbook provision is not less than such allocated budget. Such confirmation shall be provided within 1 month from the approval of the budget and within 1 month from the reporting of actual expenditure, respectively.

Sector

8. The Recipient through MES shall ensure that (a) by 30 June 2019, learning and teaching materials for grades 7 to 9 shall be developed, piloted and printed and (b) such

learning and teaching materials contain no gender-biased content and promote positive images of women employment in non-traditional sectors.

9. The Recipient through MES shall continue to implement the communication and advocacy campaign to promote public awareness of the benefits of Textbook Rental Scheme during Program implementation.

Governance and Anticorruption

10. The Recipient shall: (a) comply with ADB's Anticorruption Policy (1998, as amended to date) and acknowledge that ADB reserves the right to investigate directly, or through its agents, any alleged corrupt, fraudulent, collusive or coercive practice relating to the Program; and (b) cooperate with any such investigation and extend all necessary assistance for satisfactory completion of such investigation.

Gender and Development

11. The Recipient through MES shall ensure that (a) the Gender Action Plan (GAP) is implemented in accordance with its terms; (b) the bidding documents and contracts include relevant provisions for contractors to comply with the measures set forth in the GAP; (c) adequate resources are allocated for implementation of the GAP; and (d) progress on implementation of the GAP, including progress toward achieving key gender outcome and output targets, are regularly monitored and reported to ADB; and (e) key gender outcome and output targets include, but not limited to:

- (i) incorporation of gender-sensitive provisions in the training programs and checklists of requirements for curriculum developers and textbook writers by 31 December 2015;
- (ii) incorporation of gender-sensitive provisions on promotion of positive gender roles and avoidance of stereotyped images in the official guidance for review of teaching and learning materials by 30 June 2018; and
- (iii) by no later than 31 December 2015, collection of gender disaggregated data covering at least (a) teacher employment by position and by subject (b) deputy principal and principal appointment and (c) membership on school boards of trustees including breakdown by member and chairing positions.

Monitoring and Evaluation

12. Within 6 months of the Effective Date, the Recipient through MES shall adopt a Program monitoring and evaluation plan acceptable to ADB. The key project monitoring indicators agreed upon by the Recipient and ADB shall be used to evaluate the achievements and impact of the Program.