



**KINGDOM OF CAMBODIA
NATION RELIGION KING**

MINISTRY OF EDUCATION, YOUTH AND SPORT



**Secondary Education for Human Capital
Competitiveness Project (SE4HC)**

ADB LOAN N° 4517– CAM (COL)

**QUARTERLY PROGRESS REPORT
Q3 2025**



Figure 1: SE4HC Launching ceremony presided over by H.E. Dr. Hang Chuon Naron, Deputy Prime Minister and Minister of Education Youth and Sport at the Institute of Technology of Cambodia, Phnom Penh, 01 April 2025

PHNOM PENH, 30 SEPTEMBER 2025

Abbreviations

ADB	Asian Development Bank
BTEC	Battambang Teacher Education College
CQS	Consultant Qualification Selection
CPD	Continuous Professional Development
CSTC	Cambodia Science and Technology Center
DEA	Department Of Examination Affairs
DGE	Directorate General of Education
DGHE	Directorate General of Higher Education
DOPO	Department Of Policy (MOEYS)
EA	Executing Agency
EDC	Education Data Center
EdTech	Education Technology
EQID	Education Quality Inspective Department (MoEYS)
EMP	Environmental Management Plan
GTHS	General Technical High School
HEI	Higher Education Institution
IA	Implementing Agency
IAD	Internal Audit Department
ICS	Individual Consultant Selection
ICT	Information And Communications Technology
IEE	Initial Environmental Examination
IPP	Indigenous Peoples Plan
IT	Information Technology
ITC	Institute Of Technology of Cambodia
LMS	Learning Management System
MEF	Ministry Of Economy and Finance
MOEYS	Ministry Of Education, Youth, And Sports
MSS	Minimum Service Standards
NISE	National Institute for Special Education
NOC	Network Operation Center
NUM-DE	National University of Management Faculty of Digital Economy
OCB	Open Competitive Bidding
PSC	Project Steering Committee
PIC	Project Implementation Consultant

PIU	Project Implementation Unit
PTEC	Phnom Penh Teacher Education College
PMU	Project Management Unit
QBS	Quality-Based Selection
QCBS	Quality- And Cost-Based Selection
RFQ	Request For Quotation
RPL	Recognition Of Prior Learning
RTTC	Regional Teacher Training Center
SESS	Special Education Secondary Schools
SMIS	School Management Information System
SOE	Statement Of Expenditures
SRS	Secondary Resource School
STEM	Science, Technology, Engineering and Mathematics
STEP UP	Science And Technology Project in Upper Secondary Education
TEI	Teacher Education Institution
USE	Upper Secondary Education
USS	Upper Secondary School
VFM	Value For Money
VOD	Vocational Orientation Department
WASH	Water, Sanitation and Hygiene

Executive Summary

1. Overall Achievement: By 30 September 2025, the project has achieved cumulative physical progress of 4.5% versus elapsed time of 9.04%. The focus during this phase has been on critical preparatory activities including setting up the PMU, PIUs, M&E framework, Gender and Environment and Social Safeguard. As of 30 September 2025, the project is rated as “yellow”. The gender, environment and social safeguards progress, including Indigenous People (IP) continues to be good and on-track. This represents a temporary lag inherent in the initial mobilization period of big projects where start-up activities require more time than physical delivery phases they precede.

2. The total project cost of the SE4HC is US\$83.92 million, comprised of US\$80 million from ADB and US\$3.92 million contribution from the Royal Government of Cambodia (RGC). As of 30 September 2025, the total contract awards were US\$ 437,085 (0.55% of the US\$80 million) and total disbursement from ADB were US\$1,000,000 (1.25% of the US\$80 million) (Source: LFIS 30 September 2025).

3. Key Implementation Challenges & Corrective Actions

The project's low financial utilization and physical performance are compounded by several key challenges. Firstly, the project involves new approaches focused on equipping teachers with STEM and digital skills, but a competent Project Implementation Consultant (PIC) to assist the PMU is not yet onboard due to slow procurement and recruitment processes. Furthermore, the recruitment for other key consultant positions is delayed due to a scarcity of appropriate candidates. The Procurement Unit will expedite the remaining process steps in close collaboration with the PMU and the Ministry of Economy and Finance (MEF) to ensure the PIC is onboard by late December 2025 or early January 2026 and to accelerate the recruitment of other key consultants.

Secondly, the approval of the 2025 Annual Work Plan (AWP) was delayed, which hindered the timely commencement of project implementation. Simultaneously, systemic delays in the procurement process—stemming from issues with user specification provision, technical discussions, and approval processes within the MEF—are negatively impacting contract award and disbursement. To address this, the most critical activities from the approved 2025 AWP will be launched immediately to catch up on lost time. Concurrently, early drafting of the 2026 AWP will begin to avoid future delays, with close collaboration with the MEF for its earliest possible approval. Standardizing and expediting the internal process for user specification delivery and technical review is also a priority to address procurement bottlenecks.

Finally, ensuring immediate operational effectiveness across all implementing units is critical. The project requires us to ensure all focal persons and implementing units within the PMU and PIUs are working effectively in line with the project goals and annual work plan. To resolve this, roles, responsibilities, and performance indicators of all focal persons will be defined, and the current communication channel will be strengthened. The PMU is organizing support and follow-up meetings with all PIUs to enhance coordination and output.

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1. Introduction and Basic Data

1.1. Introduction

4. The Secondary Education for Human Capital Competitiveness Project (SE4HC) will support priorities of phase 2 of Cambodia's Secondary Education Blue-print (CAMSEB) 2030. The project's impact is aligned with the government's Pentagonal Strategy and CAMSEB which highlight the importance of high-quality human resources to develop a knowledge-based society. The outcome will be effectiveness of a gender-inclusive upper secondary education system improved.

5. SE4HC Project supports Cambodian secondary students nationwide in their pursuits to learn and develop relevant skills that will enable them to support themselves, their communities and the economy. SE4HC aims to strengthen the education system by making it more inclusive and addressing bottlenecks that hinder interactive teaching and learning. This project is part of the Asian Development Bank (ADB)'s sequenced support as a longstanding partner in the upper secondary education (USE) subsector in Cambodia. To improve effectiveness of a gender-inclusive upper secondary education system, the project will focus on (i) expanding access to quality USE, (ii) improving USE alignment with 21st-century skills, (iii) improving the quality of USE learning assessment, and (iv) strengthening post-secondary education pathways.

6. The SE4HC is a 6.5-year-project commencing December 2024 and closing on 30 June 2031. The Ministry of Education, Youth and Sport (MoEYS) will serve as the executing agency to be fully responsible for carrying out the project under the established guidelines and procedures and will assign individuals and teams from within its existing structure to be responsible for project implementation. Institute of Technology of Cambodia (ITC) is the Implementing Agency. Directorate General of Education (DGE), and Directorate General of Higher Education (DGHE) are the Project Implementation Units (PIUs) established by the executing agency and are under the Project Management Unit (PMU).

7. The project is estimated to cost \$83.92 million, to be financed with concessional loan of \$80.00 million from ADB and the government counterpart financing of \$3.92 million.

8. This Q3 2025 report reports on the progress and achievements of the project covering from 01 July to 30 September 2025.

1.2. Basic Data

Table 1: Basic Data as of 30 Sep 2025

Loan Number:	ADB Loan No. 4517– CAM (COL)		
Project Name	Secondary Education for Human Capital Competitiveness Project (SE4HC)		
Sector/Sub-Sector	Education sector, upper secondary school sub-sector		
Executing Agency (EA)	Ministry of Education, Youth and Sport (MoEYS) of the Royal Government of Cambodia (RGC)		
Implementing Agency (IA)	Institute of Technology of Cambodia (ITC)		
Project Implementation Unit (PIU)	Directorate General of Education (DGE), and Directorate General of Higher Education (DGHE)		
Total Project Cost (US\$ million)	Total: US\$ 83.92 million (ADB: US\$ 80.00 million RGC: US\$ 3.92 million)		
Financing Source(s)	Financiers	Amount (US\$ million)	Share of Total (%)
	ADB	US\$80 million	95.33%
	RGC	US\$3.92 million	4.67%
Date of Project Approval	30 October 2024		
Date of Signing of Loan Agreements	17 December 2024		
Date of Loan Effectiveness	06 March 2025		
Closing Date of Loan	30 June 2031		
Revised closing date (if applicable)	n/a		

Loan Number:	ADB Loan No. 4517– CAM (COL)		
Dates of Last Review Mission	31 March – 8 April 2025		
Project Impact	High-Quality Human Resources for Knowledge-based Society developed.		
Project Outcome	Effectiveness of a gender-inclusive upper secondary education system improved.		
Project Outputs	Output 1: Access to quality upper secondary education expanded Output 2: Upper secondary education alignment with 21st-century skills improved Output 3: Quality of upper secondary education learning assessment system improved Output 4: Post-secondary education pathways strengthened		
Allocation of Loan Proceeds	Components/ items	Amount (US\$)	Share of Total (%)
	Works	28,776,046	35.97%
	Goods	21,549,138	26.94%
	Consulting Services	8,396,300	10.50%
	Capacity development	8,885,937	11.11%
	Recurrent cost	2,769,515	3.46%
	Unallocated	9,767,064	12.03%
	Total	80,000,000	100.00%
Project Area	259 High Schools: 57 Secondary Resource Schools (SRS), 05 General and Technical High School (GTHS), 86 Network SRSs, and 111 General Education High Schools (GEHS) in 25 provinces/municipalities.		
Overall Project Progress (as of this report)	4.5% of the physical progress as of this report		
Elapsed time	9.04% from the loan effective date		

2. Utilization of Funds

2.1. Introduction

9. The total project cost of the Secondary Education for Human Capital Competitiveness Project (SE4HC) is US\$ 83.92 million, which comprises of US\$ 80.00 million from ADB and US\$3.92 million contribution from the Government of Kingdom of Cambodia (GKC). Below is summary table for the use of funds:

Table 2: Summary of Loan Utilization as of Q3 2025

Ref.	Category Name	Amount (in US\$)				
		Current Allocation	Contracts Awarded	Uncontracted Balance	[Contracts] Disbursed	Undisbursed Balance
		A	B	C = A-B	D	E = A-D
1	Civil works	28,776,046		28,776,046	-	28,776,046
2	Goods	21,549,138		21,549,138	-	21,549,138
3	Consulting services	8,396,300	437,085	7,959,215	-	8,396,300
4	Capacity building	8,885,937		8,885,937	-	8,885,937
5	Recurrent cost	2,769,515		2,769,515	-	2,769,515
6	Unallocated	9,623,064		9,623,064		9,623,064
7	Advance account				1,000,000	(1,000,000)
	Total:	80,000,000	437,085	79,562,915	1,000,000	79,000,000

SOURCE: LFIS

Table 3: Summary of RGC Fund Utilization as of Q3 2025

Ref.	Category Name	Amount (in US\$)				
		Current Allocation	Contracts Awarded	Uncontracted Balance	[Contracts] Disbursed	Undisbursed Balance
		A	B	C = A-B	D	E = A-D
1	Capacity Building	300,451	-	300,451		300,451
2	Recurrent cost	809,400		809,400		809,400
3	Interest Charge	2,656,130		2,656,130		2,656,130
4	Unallocated	154,019		154,019		154,019
	Total:	3,920,000	-	3,920,000		3,920,000

SOURCE: FINANCIAL UNIT

2.2. Contract Awards

10. This section provides (i) a summary of contract awarded during the Q3 2025, and (ii) cumulative contract awards within each category (e.g., civil works, goods, or consulting services) as shown in Table 4.

Table 4: Summary of Contract Awards by Category

Cat. Ref.	Category Name	Contracts Awarded (US\$)
1	Civil works	-
2	Goods	-
3	Consulting services	437,085
	Total:	437,085

SOURCE: FINANCIAL UNIT

11. By Q3 2025, there are 3 contracts have been awarded. Table 5 shows the contracts awarded in Q3 2025.

Table 5: List of Contracts Awards as of Q3 2025

PIU/IA	Component/ Output	Package Number	Type of Contract	General Description	Contract Amount (US\$)	Status
PMU	Project Management	ICS-8A	ICS	National Procurement Consultant for Goods and Works	143,719	• Contract Signed, Mr. Rath Sophak
PMU	Project Management	ICS-8B	ICS	National Procurement Consultant for consulting Services	143,719	• Contract Signed, Mr. Doung Makara
PMU	Project Management	ICS-9B	ICS	National Financial Management Specialist	149,647	• Contract Signed, Mr. Khiev Chandara

SOURCE: PROCUREMENT UNIT

2.3. Disbursement

12. The SE4HC Project has received initial advance from ADB US\$ 1 million.

The below table shows the details of project expenditures during the quarter/year-to-date/cumulative-to-date.

Category Expenditure	This Quarter			Year to Date			Cumulative to Date		
	Loan	RGC	Total	Loan	RGC	Total	Loan	RGC	Total
Civil works	-	-	-	-	-	-	-	-	-
Goods	-	-	-	-	-	-	-	-	-
Consulting services	11,428	-	11,428	11,428	-	11,428	11,428	-	11,428
Capacity Development	-	-	-	-	-	-	-	-	-
Recurrent cost	83,001	-	83,001	83,101	-	83,101	83,101	-	83,101
Interest Charge	-	-	-	-	-	-	-	-	-
Unallocated	-	-	-	-	-	-	-	-	-
Total	94,429	-	94,429	94,529	-	94,529	94,529	-	94,529

3. Project Performance

3.1. Status of Project Scope

13. The overall project scope is to improve the effectiveness and gender inclusivity of the upper secondary education system in Cambodia improved, in particular in 259 upper secondary target schools including 50 SRSs. In order to support the MoEYS in implementing the project and monitoring the achievement of the project outcomes and outputs ADB confirmed no objection on 12 June 2025 in regard to the proposed project administration manual (PAM).

14. Based on the PAM, the project implementation period will commence from the loan signing date, currently scheduled in 17 December 2024 and the project is effective on 06 March 2025.

3.2. Assessment of Likelihood of Achieving Project Objectives and Outcomes

15. By 30 September 2025, ADB has issued a No Objection Letter dated 12 June 2025 to the annual workplan and budget 2025 with a total estimated amount of \$1,376,000 (\$1,289,800 from ADB loan and \$89,100 from the RGC counterpart financing). Based on the Annual Workplan Budget 2025, the activities will cover on the output 1, output 2 and output 4. Meanwhile, the activities are implemented only in Q3 and Q4 of 2025.

3.3. Assessment on Changes of Project Scope

16. After the official launching ceremony on 01 April, 2025 at Institute of Technology of Cambodia, the project has not yet changed the scope.

4. Implementation Progress

4.1. Overall Project Progress

17. By 30 September 2025, the project progress is relatively low compared to the original plan, with cumulative physical progress at 4.5% versus elapsed time of 9.04%. As of 30 September 2025, the project is rated as “yellow”. The gender, environment and social safeguards progress, including Indigenous People (IP) continues to be good and on-track.

18. The total project cost of the SE4HC is US\$83.92 million, comprised of US\$80 million from ADB and US\$3.92 million contribution from the Royal Government of Cambodia (RGC). As of 30 September 2025, the total contract awards were US\$ 437,085 (0.55% of the US\$80 million) and total disbursement from ADB were US\$1,000,000 (1.25% of the US\$80 million) (Source: LFIS 30 September 2025).

4.1.1. Output 1: Access to quality upper secondary education expanded.

19. Overview: This output will increase students’ access to well-equipped, safe, climate-resilient upper secondary school (USS) facilities. Implementation of Output 1 will be led by project implementation unit (PIU)1 - Directorate General of Education (DGE) in coordination with Department of General Secondary Education (DGSE), Vocational Orientation Department (VOD), Department of Monitoring and Evaluation, the Department of Special Education and the National Institute for Special Education (NISE). The implementing agency (IA) Institute of Technology of Cambodia (ITC) will be responsible for establishment and operation of the Education Data Center (EDC).

20. The output 1 focusses on (i) Construction and furnishing of additional 414 classrooms and water, sanitation, and hygiene (WASH) facilities (including 300 toilets) in 23 crowded schools. (ii) Upgrading and equipping of existing USS facilities to promote applied science and extra-curricular teaching and learning. (iii) Development of MOEYS guidelines for climate-resilient school facilities. (iv) Review and update of minimum service standards (MSS) for general technical high schools (GTHS). (v) Establishment and equipping of an integrated education data center. (vi) Development of the new MOEYS Gender Mainstreaming Strategic Plan 2026- 2030. (vii) Support for inclusive education.

21. This section describes the detailed activities of each of the sub outputs of output 1 including (i) challenges and (ii) impact.

22. Construction and furnishing of additional 414 classrooms and water, sanitation, and hygiene (WASH) facilities (including 300 toilets) in 23 crowded schools. The MOEYS’ Department of State Property and Construction (DSPC) completed site assessments for classroom renovations in 144 schools, and they will complete the remaining site assessments for 101 schools in November 2025. Site assessments for new classroom building construction in 23 schools will begin in November and are expected to be completed in December 2025.

23. Upgrading of and equipping existing USS facilities to promote applied science and extra-curricular teaching and learning. A consultative workshop has been conducted to collect input for the procurement of equipment and materials.

24. Development of MOEYS guidelines for climate-resilient school facilities. Evaluation of an international and one national specialist to support MOEYS in development guidelines for climate-resilient school facilities is underway, following several advertisement extensions for the national expert position. The mission recommended expediting the development of MoEYS guidelines for climate-resilient school facilities to ensure timely input into the design of civil works.

25. Review and update of minimum service standards (MSS) for general technical high schools (GTHS). Minimal progress has been made under this activity to date. A review of the MOEYS standards for GTHS has commenced and will be ready for further input from the international MSS specialist, who will have only one person-month input. The IA has informed that a concept note for implementing this activity is currently being prepared. It has been confirmed that the MSS will be developed exclusively for GTHS and will be issued as a separate document from the general secondary school MSS developed under STEP UP project. Concrete progress will be reported in the Q4 progress report.

26. Establishment and equipping of an integrated education data center. Minimal progress has also been made under this activity to date. A feasibility study for data center firm is expected to be mobilized in November 2025. The mission has recommended that the project management ensure this intervention is aligned with, and complements, other emerging data center initiatives under MOEYS.

27. Development of the new MOEYS Gender Mainstreaming Action Plan 2026- 2030. The EA is in early stages of analysis before drafting the new MoEYS Gender Mainstreaming Strategic Plan 2026–2030, supported by Global Partnership for Education grant funds/ CDPF/ UNICEF. The EA and Mission agreed that the project may instead support the detailed action plan that will be the guidelines to implement the Strategic Plan. The gender strategic plan specialist once engaged will work closely with the UNICEF and MOEYS team developing the Strategic Plan. The EA will submit a concept note providing details of the revised activity in December 2025.

28. Support for inclusive education. The National Institute for Special Education (NISE) developed the TOR for development of Khmer text to speech and Khmer Braille software. Consultant support to strengthen career guidance for students with disabilities will be included in the PIC.

4.1.2. Output 2: Upper secondary education alignment with 21st-century skills improved.

29. Overview: This output aims to increase in-demand skills in USE students through (i) improving teacher competency and pedagogy in priority areas of English language, STEM, and digital skills; and (ii) attracting students to the science stream, a strategic priority for the Cambodian economy. Skills of leadership, entrepreneurship, communication, goal setting, innovation, problem-solving, and collaboration (also referred to as 21st century skills) will be enhanced through increasing the use of project-based teaching and learning.

30. Implementation of output 2 will be led by PIU1 - DGE in coordination with ITC and National Institute of Education (NIE), Battambang Teacher Education College (BTEC), Phnom Penh Teacher Education College (PTEC), Regional Teacher Training Center (RTTC) in Kampong Cham province, and the Directorate General for Teacher Education.

31. Provision of CPD to secondary school teachers on soft skills and project-based STEM education. ITC is developing the CPD content with NIE to be finalized by December 2025. ITC will conduct training of master trainers in Q1 2026. ITC shared the draft proposal for trainers' fees for the CPD activities with a total amount of \$242,000 to come from government counterpart funds. The rates are based on those set out in MEF Prakas No.102. ADB will clarify this funding arrangement under capacity building in the PAM Table on Detailed Cost Estimates by Financier (Appendix 3) footnote. The project will review the budget available for workshops to ensure ITC can provide sufficient STEM kits for hands-on CPD. The mission noted that ITC needs to become accredited as a MOEYS CPD provider and then submit the training materials to CPDMO for review and accreditation by Q1 2026 before training commences. Training is expected to start in Q3 2026.

32. Applied STEM and innovative learning fund. Project schools will receive funds for (i) teachers to continue the project-based STEM CPD program back in their schools; (ii) teachers to provide remedial classes; and (iii) the implementation of a student peer support system or study clubs. These activities will start in Q1 2027 as the last phase of the CPD training.
33. Upgrading of USE science and math subject teachers' qualifications. Merit and needs-based scholarships will be provided to 250 science and math subject team leads (25% women) from USSs who have successfully completed the CPD program to pursue local master's degree programs in science and math teaching.
34. Provision of CPD to USE teachers on digital skills. Battambang Teachers Education College (BTEC) proposed to upgrade teachers with doctorate degrees instead of the originally planned master degrees and to start in Q2 2026. The PMU and mission agreed to this proposal in principle as most of the teachers already have master degrees. BTEC and PTEC also proposed an increased scope for renovations that will be reviewed in the following review mission.
35. Support preservice training and CPD application. Department of Digital Transformation will lead this activity is developing TORs for consultants to support this activity.
36. Improving English language proficiency and pedagogy. The mission reviewed with DGE the concept for the voucher system and consultant support on the details will be mobilized through the PIC once on board in early 2026. The mission identified the crucial role of CPDMO in the accreditation process and sensitization for private service providers.
37. Strengthening and institutionalization of the School-level STEM Framework. The framework is still in early stages of piloting across 30 secondary schools with support from STEP UP. Evaluation activities may start in Q3 2026, once sufficient implementation data from the pilot schools has been gathered.
38. Support to operationalization of the Cambodia Science and Technology Center (CSTC). Recruitment of a firm for marketing and outreach will begin in Q4 2026.

4.1.3. Output 3: Quality of upper secondary education learning assessment system improved.

39. Output This output aims to address the binding constraint of high stakes summative assessment and the impact it has on teaching and learning in secondary education. The project will address this through: (i) strengthening formative assessment in classrooms to improve learning outcomes; (ii) improving the quality of school-based summative assessment; and (iii) developing and piloting a new strategy for Grade 12 national examination to assess the competencies new pedagogy promotes. Implementation of Output 3 will be coordinated by PIU1 - DGE with support from the Department of Education Quality Inspection (EQID) in coordination with BTEC, PTEC, and DEA.
40. Specific interventions under this output are: (i) Strengthening of school-level assessment. (ii) Strengthening of national examination processes and practices.
41. Strengthening of school-level assessment. The EQID has reviewed and refined TORs, including key deliverables, for procurement of specialists, and has submitted them to the PMU's procurement unit. Concrete progress will be reported in the Q4 progress report.
42. Strengthening of national examination processes and practices. While no specific progress has been reported yet, updates are expected to be included in the Q4 progress report.

4.1.4. Output 4: Post-secondary education pathways strengthened.

43. This output aims to strengthen the pipeline of human resources skilled in science and priority fields through piloting an innovative program at the USE and higher education level. Implementation of output 4 will be coordinated by PIU2 - Directorate General of Higher Education (DGHE) in collaboration with the National University of Management – Faculty of Digital Economy (NUM-DE).

44. Specific interventions under this output are: (i) Development and piloting of a fast-track program. NUM-DE will design online fast-track courses in digital economy and applied mathematics that will be delivered to USE students. (ii) Development of a MOEYS strategy on HEI recognition of prior learning and competency. The project will support a study on recognition of prior learning and competencies and credit transfers to higher education. The findings will inform DGHE in the development of a policy framework and the design of guidelines on credit transfer and recognition for the specialized courses that will enable the “fast-track” program pilot to be replicated in other higher institutions in the future.

45. Development and piloting of a fast-track program. PIU-2 members and NUM conducted site visits to potential schools and selected 25 schools to participate in the pilot. The criteria for selecting pilot schools, along with the list of 25 selected upper secondary schools (all SRSs), were presented during the mission. They also finalized the criteria for selecting students to participate in the program. The project will start to raise awareness and advertise the program to students in November 2025. The consultants to support the development of the USE courses signed their contracts in the first week October 2025 and will be mobilized on 20 October 2025. The first batch of the USE program will start in second semester of SY 2025/26. NUM will submit to the PMU and ADB a detailed workplan to meet this deadline by 31 October 2025.

46. Development of a MOEYS strategy on HEI recognition of prior learning and competency. DGHE will draft a technical report on RPLC and a policy framework and guidelines on credit transfer based on the fast-track program. They will start the review of existing policies in advance to start these activities by 2028.

4.2. Safeguards and Gender: Social, Environmental, Health and Safety, and GAP

4.2.1. Social Safeguards

47. The PMU assigned a qualified officer to coordinate all safeguards aspects of the project. A joint environmental and social safeguards training course for the PMU staff was organized by ADB CARM team members in July 2025. A national social safeguards specialist of Project Implementation Consultants 1 (PIC 1) will assist the PMU to prepare required safeguard documents and safeguards implementation and monitoring.

4.2.2 Environmental Safeguards

48. The project was classified as category B for environment safeguards. An Initial Environmental Examination (IEE) including Environmental Management Plan (EMP) was prepared and disclosed on ADB website in June 2024. The IEE/EMP covered 23 schools where new classroom building will be constructed within existing school campus. The construction floor area in all 23 schools is less than 15,000 sqm, only a contract of environmental protection (CEP) will be required, based on the Prakas No. 21. The MoEYS will prepare and submit the CEP of the 23 schools to MOE to get approval from them to be included to the IEE/EMP, this will ensure compliance with the Loan Agreement (LA). A construction permit must be secured from the provincial governor through the provincial office of education.

4.2.3 Involuntary Resettlement (IR)

49. A social safeguards due diligence report (DDR) for the proposed civil works in 23 schools was disclosed in June 2024. All civil work (including new school facilities, renovations of existing classrooms) will be conducted within the compounds of state-owned schools. The Mission was informed that the classroom renovation and other minor work will be conducted in 245 schools, and the safeguards staff of PMU have conducted site screening in 40 schools. The Mission emphasized that the disclosed DDR needs to be updated to include other targeted schools where the minor civil work will be performed. The Mission reminded that civil works shall not commence before all safeguard documents are verified and updated and subject to NOL from ADB.

4.2.4 Gender

50. The project is classified as Gender Equality Objective (GEN) and includes 18 targets (3 targets at outcome level, 15 targets at the output level) and 3 actions in the Gender Assessment and Action Plan (GAAP). As of 30 September 2025, eight targets are on track, while seven targets are not yet due and are awaiting progress from PIU1, TIU, DGSE, and NUM-DE. Additionally, two actions are on track, and one action has not yet started. In June 2025, the PMU and ADB gender teams conducted an orientation on GAAP at MoEYS for all gender focal points from PMU, PIU, TIU, and NUM-DE. DoPo submitted a proposal to revise Action 2 on GMSP development to implement the action plan, as UNICEF—through the Global Partnership for Education (GPE) and the Capacity Development Partnership Fund (CDPF)—will support the development of the Gender Mainstreaming Strategic Plan (GMSP) in the education sector. The GAAP monitoring report is prepared as attached Appendix 8.

4.3. Financial Management

4.3.1. Status of Audit Findings Implementation

51. The Project just became effective on 06 March 2025, so there is no Audited Project Financial Statement (APFS) and Management Letter (ML) submission yet.

4.3.2. Project Cost and Expenditures

52. The total project cost of the Secondary Education for Human Capital Competitiveness Project (SE4HC) is US\$ 83.92 million, which comprises of US\$ 80.00 million from ADB and US\$3.92 million contribution from the Government of Kingdom of Cambodia (GKC).

53. The following table is total amount of cumulative expenditure to date of the total project financing for all categories and outputs.

Table 6: Expenditure by Category

Category Expenditure	Total Project Cost				Cumulative to Date			
	Loan	Grant	GKC	Total	Loan	Grant	GKC	Total
Civil works	28,776,046	-	-	28,776,046	-	-	-	-
Goods	21,549,138	-	-	21,549,138	-	-	-	-
Consulting services	8,396,300	-	-	8,396,300	11,428	-	-	11,428
Capacity Development	8,885,937	-	300,451	9,186,388	-	-	-	-
Recurrent cost	2,769,515	-	809,400	3,578,915	83,101	-	-	83,101
Interest Charge		-	2,656,130	2,656,130	-	-	-	-
Unallocated	9,623,064	-	154,019	9,777,083	-	-	-	-
Total	80,000,000	-	3,920,000	83,920,000	94,529	-	-	94,529

SOURCE: FINANCIAL UNIT

Table 7: Expenditures by Outputs

Components/Outputs	Total Project Cost				Cumulative to Date			
	Loan	Grant	GKC	Total	Loan	Grant	GKC	Total
Output 1	42,357,696	-		42,357,696	41,017	-	-	41,017
Output 2	20,303,089	-	258,748	20,561,837	1,592	-	-	1,592
Output 3	1,041,351	-	41,703	1,083,054	-	-	-	-
Output 4	1,324,000	-	-	1,324,000	17,363	-	-	17,363
Project Management	5,350,800	-	809,400	6,160,200	34,557	-	-	34,557
Interest Charge		-	2,656,130	2,656,130		-	-	-
Unallocated	9,623,064	-	154,019	9,777,083	-	-	-	-
Total	80,000,000	-	3,920,000	83,920,000	94,529	-	-	94,529

SOURCE: FINANCIAL UNIT

4.3.3. Budget Variance Analysis

54. There are variances 82% between actual expenditure versus budget for Q3 2025, The variances of each category as following:

- Category Consulting services have underspent 96% in Q3 2025. The variances are due to the delay of contract award for Consulting services in Q3 2025.
- Category Capacity building has underspent 100% in Q3 2025. The variances are due to the delay of Capacity building activities from Q3 2025 to Q4 2025
- Category Recurrent cost has underspent 58% in Q3 2025. The variances are due to There is Bac II exam in Q2, so some of the Project staff can't perform monitoring mission in Provinces, and there is also the delay of some monitoring missions from Q3 2025 to Q4 2025.

Table 8: Expenditure of Current Quarter

Category	Current Quarter [Jul-Sep]				Year-to-Date			
	Budget (US\$)	Actual (US\$)	Var. (US\$)	Var. (%)	Budget (US\$)	Actual (US\$)	Var. (US\$)	Var. (%)
Civil works	-	-	-	-	-	-	-	-
Goods	-	-	-	-	-	-	-	-
Consulting services	281,000	11,428	269,572	96%	290,600	11,428	279,172	96%
Capacity Development	40,745	-	40,745	100%	40,745	-	40,745	100%
Recurrent cost	199,767	83,001	116,766	58%	240,897	83,101	157,796	66%
Interest Charge	-	-	-	-	-	-	-	-
Total	521,512	94,429	427,083	82%	572,242	94,529	477,713	83%

SOURCE: FINANCIAL UNIT

4.3.4. Financial Projection

Table 9: Annual Projection for 2025

Category Ref.	Description	Estimated Amount by Funding Sources (US\$)			Total Estimate	Notes
		Counterpart Fund	Loan Fund	Grant Fund		
1	Works		-		-	
2	Goods		244,000		244,000	
3	Consulting Services		615,000		615,000	
4	Capacity Development		82,411		82,411	
5	Recurrent Cost (ADB)		345,489		345,489	
	Recurrent Cost (RGC)	89,100			89,100	
Total		89,100	1,286,900	-	1,376,000	-

SOURCE: FINANCIAL UNIT

Table 10: Projection Table for 2025 by Quarter

Category Ref.	Description	Q1 (US\$)	Q2 (US\$)	Q3 (US\$)	Q4 (US\$)	Total (US\$)
1	Works	-	-	-	-	-
2	Goods	-	-	-	244,000	244,000
3	Consulting Services	-	9,600	281,000	324,400	615,000
4	Capacity Development	-	-	40,745	41,666	82,411
5	Recurrent Cost (ADB)	-	11,430	170,067	163,992	345,489
	Recurrent Cost (RGC)	-	29,700	29,700	29,700	89,100
Total		-	50,730	521,512	803,758	1,376,000

4.4. Risk Assessment and Risk Management Plan

55. The updates on mitigation measures or risk management plan for financial management, procurement unit, project implementation unit, and implementing agency.

Risk Description	Rating	Mitigation Measures	Responsibility	Status
1. Technical				
1.1 The 414 new classroom buildings and existing classrooms renovation at 201 schools were not all constructed and/or renovated in time to implement the suggested approaches.	M	The executing agency's SPCD technical staff (five civil engineers) will conduct construction site surveys to collect baseline information and data for timely preparation of bill of quantity documents and monitoring construction works. Construction supervision firm helps the EA to monitor civil works and ensure timely and quality construction works. Penalties will be enforced for delay.	MOEYS, SPCD and DGSE	- The Department of State Property and Construction (DSPC) is preparing the Terms of Reference (ToR) to select a qualified design firm for public infrastructure projects. To avoid delays, DSPC has adopted a phased approach. A technical team of 12 experts (including engineers and EHS specialists) is conducting field surveys and collecting baseline data. - While waiting for external design firms, DSPC's internal team has started preliminary work as budgets are approved to

Risk Description	Rating	Mitigation Measures	Responsibility	Status
				maintain project momentum. The plan includes building three model buildings and one L-shaped model at Derm Russ USS. PCU is selecting a high-standard construction firm, with engineers monitoring sites weekly and contractor payments scheduled every 28 days.
1.2 Inadequate resources and funds for teachers who completed CPD programs, leading to teachers not implementing applied science and technology in teaching. (M	<p>CPD providers will undertake follow-up monitoring and mentoring support to schools and teachers in between CPD sessions and at post-CPD programs.</p> <p>Schools will receive STEM and innovative learning funds through a competitive process for teachers to continue the project-based STEM, inclusive of digital education, after CPD completion.</p> <p>School-based STEM framework and MSS for secondary education will help rationale more resources for schools to improve quality of USE aligned with 21st-century skills.</p>	MOEYS, ITC, NIE, DGSE, EQID, and CPD providers	<p>- Regarding CPD on teachers' digital skills, AWPB 2025 was prepared by TEIs (BTEC, PTEC, and RTTC-Kompong Cham) and submitted to PIU. Phased approach:</p> <ol style="list-style-type: none"> 1. Pre-Observation Workshop: A technical workshop will be conducted to develop data collection tools. 2. School Observation: Data will be collected from selected schools during the observation process. 3. Post-Data Collection Workshop: A follow-up workshop will be held to develop CPD content tailored to the identified needs of teachers. <p>- ICT Equipment Procurement: The list of ICT equipment to be provided to each TEI (CPD provider on teachers' digital skills) has not yet been finalized for procurement.</p>
1.3 Low take-up of Grades 11 and 12 students in fast-track courses, leading to low numbers of grade 12 graduates in NUM-DE bachelor's program through the fast-track pathway.	M	<p>The project will support NUM to design and deliver online fast-track courses in digital economy and applied mathematics. Math subject teachers in the piloted USS will be oriented on fast-track programs, including the upgraded DE courses and learning materials will be printed for students enrolled in the program.</p> <p>Intranet devices and computer labs will help students to access the online fast-track program. The government's scholarship for poor and disadvantaged students in USSs will be an important incentive.</p> <p>The marketing strategy for NUM's fast-track courses and DE courses will promote stronger interest among students, parents and schools.</p>	MOEYS, NUM, DGSE	<p>- The AWPB 2025 was submitted by PIU2</p> <p>- The criteria for selecting and shortlisting target upper secondary schools for fast-track program implementation will be prepared May (Q2). This criteria will be designed in a way to attract the schools to join the program.</p> <p>- The site visits to the target upper secondary school will be conducted to assess, introduce fast-track implementation and make sure the fast track program responds to the needs of the students and the timetable of the schools. July-August (Q3)</p>

Risk Description	Rating	Mitigation Measures	Responsibility	Status
		The MOEYS Policy Framework and Guidelines on Credit Transfer and Recognition for the Fast-Track courses will accelerate replication in other higher education institutions.		- Based on the school visits, a consultative workshop to finalize the details of the course syllabus for two courses (Digital Economy and Applied Math) and the Learning Management System (LMS). September (Q3)
2. Economic and Financial				
2.1 MOEYS Department of Finance does not have sufficient staff capacity to manage all aspects of financial management of the project among their other responsibilities, including other externally financed projects.	S	<p>An international financial consultant (6 months) will be recruited to support start-up arrangements and two national financial consultants (one full-time for 3 years to support the STEM and innovative learning funds) and another one for 6 years to support the PMU and implementing agency staff.</p> <p>The PMU's and implementing agency's finance staff will be invited to ADB- and MEF- supported financial management and/or loan disbursement seminars and/or training.</p>	MOEYS and/or PMU, and IA	<p>National financial management consultant for PMU was recruited and onboard from Jul 2025 to support PMU and start-up arrangements.</p> <p>International financial management consultant and National financial management consultant for ITC are being recruited. The consultants are expected to be onboard from Q4 2025.</p> <p>The PMU's and IA's finance staff have joined the financial management training organized by ADB and MEF on 7-8 Oct 2025.</p>
2.2 Budgets, particularly counterpart contributions (in cash or in-kind) have been submitted and approved late for the SE4HC project, causing implementation delays.	M	<p>Each PIU under the executing and implementing agencies will prepare a detailed AWPB, aligned with the project implementation plan and submit it to the MEF for approval by 30 November each year.</p> <p>The approved AWPB will be implemented and monitored to guarantee the project's efficiency and effectiveness and to ensure compliance with loan covenants.</p>	MOEYS and/or PMU, FU	<p>1st year AWPB2025 was got approval from MEF in May 2025 and NOL from ADB in Jun 2025.</p> <p>AWPB2026 has been prepared and submitted to MEF for review in Sep 2025.</p> <p>Technical units will regularly review work plans and budget to identify and address constraints, take corrective actions, and prepare a catch-up plan.</p>
2.3 MOEYS does not have financial procedures to guide some new innovative project activities, such as fast-track scholarships, voucher system for English teaching courses, STEM fair and national competitions.	M	The PMU will develop a project financial management manual and relevant supplementary project finance guidelines and will include procedures for these activities	PMU / FU	<p>The supplementary project finance manual is being prepared by the finance team and national finance consultant for PMU with consultation with all relevant stakeholders.</p> <p>International financial management consultants will join in preparing this</p>

Risk Description	Rating	Mitigation Measures	Responsibility	Status
				<p>manual when he is on board.</p> <p>The supplementary project finance manual will follow the procedures in the MEF SOP on FM which include internal control procedures including expenditure management and authorization.</p>
2.4 The MOEYS Education Financial Management System does not yet have a module for project accounting.	M	The PMU will procure accounting software to be used for the project.	PMU/ FU	<ul style="list-style-type: none"> - Sage 50 accounting software has been set up for the project accounting system in Q3 2025. - Finance team and National finance consultant have already set up Chart of accounts following government guideline, and the Project's financial reports has been customized in the system.
3. Governance (Procurement)				
3.1 Procurement Unit of the MOEYS's DGAF has insufficient qualified staff, resulting in lengthy delays in internal approvals for bid evaluation and recommendation for contract award.	M	<p>Two full-time national procurement consultants (4 years) will be recruited to support the PMU's procurement officer, and a full-time junior national procurement consultant (4 years) to support the implementing agency in procurement and contract management implementation.</p> <p>Additional support will be provided through procurement and contract management of firms and individual consultants at PMU and implementing agency</p> <p>ADB to conduct procurement clinics and training to build the capacity of procurement staff and counterparts on contract management and implementation.</p>	PMU, ADB, PU	02 national procurement specialists were on board in Jul 2025 to support procurement unit in conducting procurement activities of 79 packages.
3.2 An e-procurement system is not in place. This adds to delays and difficulties in the management of bidding activities.	M	A suitable system is currently being investigated.	MEF, MOEYS, PU	PU would suggest having e-procurement implementation if possible. E-procurement could push the procurement move faster and paperless.
3.3 MOEYS does not have a contract administration unit in the procurement unit. Capacity building in ADB contract administration and management would also be recommended.	M	ADB to conduct procurement clinics and training to build the capacity of procurement staff and counterparts on contract management and implementation.	PMU, PU	PU would request for international capacity building to procurement officer as the procurement procedures of ADB keeps updating from time to time.

Risk Description	Rating	Mitigation Measures	Responsibility	Status
3.4 Engaging new partners in implementation who are unfamiliar with ADB processes may delay implementation and required reporting.	S	ADB will provide procurement clinics and training early in implementation.	PMU, PIU, ADB, PU	PU would request ADB to provide the procurement training and orientation on ADB procurement guidelines to stakeholders in the project.
4. Governance (Financial Management)				
4.1 Government changes policy of current level of budget funding to education sector	S	MOEYS and MEF agree on MTEF for Secondary Education that will accelerate the introduction of a performance-based budgeting system to MOEYS and education institutions at all levels as well as improve alignment between policy, program and budget.	MEF, MOEYS, FU	<ul style="list-style-type: none"> - Following the instruction of MEF, MoEYS prepared a three year budget strategy plan (BSP). - The MoEYS' BSP covers central level and provincial level including secondary education.
4.2 MOEYS, especially DGSE, and ITC and project finance staff handling multiple commitments do not have sufficient time for the project, resulting in low disbursement and delayed implementation.	S	Dedicated staff will be designated to the PMU, including a project finance officer who will work at least 50% of the time on the project; recruit a national finance consultant to set up accounting systems and train finance staff in line with ADB guidelines and government regulations.	MOEYS, FU	<ul style="list-style-type: none"> - MOEYS has nominated the capable staff from the Department of Finance to the PMU finance unit. - The National finance consultant for PMU was on board in Jul 2025 and has set up accounting systems in Q3 2025 and trained finance staff in line with ADB guidelines and government regulations.
4.3 The MOEYS's IAD has insufficient capacity to conduct internal audits of all externally funded projects in addition to its regular work.	S	<p>The IAD staff will be invited to participate in the project budget orientation during inception and relevant capacity building by international and national financial management specialists.</p> <p>MOEYS will ensure that the project is included in the work plan of the IAD.</p> <p>The IAD will nominate staff and will conduct internal audits of the project at least two times during the life of the project.</p>	MOEYS/IAD	<ul style="list-style-type: none"> • The IAD will nominate staff and will conduct internal audits of the project at least two times during the life of the project. • The Project will include the auditing mission for IDA in the work plan.
4.4 Assets procured by the project are not used for their intended purpose.	M	Use of assets, including vehicles, will be confirmed through annual physical check and project reviews.	PMU	<ul style="list-style-type: none"> • The PMU will conduct an annual physical inventory check and to make sure all assets were used for their intended purpose.
4.5 Engaging new partners in implementation who are unfamiliar with ADB processes may delay required reporting.	S	ADB will provide financial management clinics and training early in implementation.	PMU, PIU, ADB	<ul style="list-style-type: none"> • ADB team has provided the presentation for the PMU team on the loan disbursement and financial management during ADB review mission from 31 Mar to 08 Apr 2025.

Risk Description	Rating	Mitigation Measures	Responsibility	Status
5. Governance (Integrity)				
5.1 Insufficient oversight of the project leads to integrity issues.	M	<p>A PSC will be established. The PSC will be chaired by the deputy prime minister, Minister of MOEYS, and members will include relevant secretary of state and undersecretary of state of the executing agency, representatives from MEF and other relevant education institutions under MOEYS. The responsibilities for the PSC have been included in the PAM.</p> <p>The MEF will provide additional oversight including oversight of procurement and disbursements.</p> <p>Government staff must follow the Anticorruption Law and the Statute on Civil Servants that forbids staff from undertaking an activity that undermines the integrity of their position. Additional control measures have been established for projects. The Ministry of Economy and Finance has developed a set of Standard Operating Procedures for project management, procurement, and financial management for externally financed projects/programs and has trained staff from line ministries.</p> <p>The project will follow the procedures in the MEF SOP for FM which cover all aspects of project management including oversight and supervision.</p>	MOEYS, MEF	<ul style="list-style-type: none"> ● PSC was established. The PMU will conduct the PSC quarterly meeting and submit the quarterly report. ● The supplementary project finance manual is being prepared by the finance team with consultation with all relevant stakeholders. ● This manual will follow the procedures in the MEF SOP on FM and MOEYS SOP on PFM once this has been approved, with further MOEYS-specific procedures. ● The PMU will develop a set of supplementary project finance guidelines and will include procedures for new innovative project activities.
5.2 Weak internal control systems and procedures lead to integrity issues for project expenditures.	M	<p>The project will follow the procedures in the MEF SOP on FM which include internal control procedures including expenditure management and authorization.</p> <p>The project will also follow the MOEYS SOP on PFM once this has been approved, with further MOEYS-specific procedures.</p> <p>The PMU will develop a set of supplementary project finance guidelines and will include procedures for new innovative project activities.</p>	MOEYS, PMU, FU	<ul style="list-style-type: none"> ● The supplementary project finance manual is being prepared by the finance team and keys internal control included with consultation with all relevant stakeholders. ● This manual will follow the procedures in the MEF SOP on FM and MOEYS SOP on PFM once this has been approved, with further MOEYS-specific procedures. ● The PMU will develop a set of supplementary project finance guidelines and will include procedures for new innovative project activities.
6. Poverty, Social, and Gender				
6.1 PMU, PIU and implementing agency teams lack	M	PIC's international gender specialist (4 months) and national gender specialist (16 months) will develop the capacity of	PMU, PIU, ADB, Gender	<ul style="list-style-type: none"> ● The PMU conducted an orientation meeting with the gender focal point

Risk Description	Rating	Mitigation Measures	Responsibility	Status
understanding and awareness of gender and social inclusion issues and the GAP, adversely affecting monitoring, reporting, and GAP implementation.		<p>the gender focal counterparts in the PMU, PIUs, and implementing agency.</p> <p>The gender specialists will support (i) gender mainstreaming awareness and responsiveness in all project activities, (ii) monitoring and evaluation and data collection and analysis, and (iii) oversight of GAP implementation and promotion of improved gender awareness within the team.</p> <p>Gender focal counterparts will participate in regular gender clinic training and orientation.</p> <p>The MOEYS's Gender Mainstreaming Strategic Plan 2026–2030 will further promote gender equitable access to quality education.</p>		<p>persons from PIU1 and PIU2 aiming to share the gender issues, key actions and its performance indicators, and how to achieve it.</p> <ul style="list-style-type: none"> ● The gender focal persons of IA and PIUs were nominated to work with gender focal person of the project. ● The matrix of Gender Action Plan of the project is being drafted. ● Gender focal person has been participated in the development of the MoEYS gender mainstreaming strategic plan.
7. Safeguards				
7.1 Extreme weather events (e.g., heat waves) cause school closures	S	<p>Climate-resilient designs and features will be piloted for new classroom buildings to be built in the 23 USSs. In addition, existing green building certification will be recommended and/or adapted to public school buildings.</p> <p>Guidelines on climate-smart school facilities will help MOEYS to accelerate adaptation and adoption of climate-resilient designs for all new school buildings across the country.</p>	MOEYS, SPCD	<p>1-TA on board to discuss climate change and resilient guideline</p> <p>2-Collect data and input of climate change and resilient</p> <p>3-Prepare 1st draft of guideline</p> <p>4-conduct consultative workshop on climate change and resilient</p> <p>5-Finalize document climate change and resilient</p> <p>6-Seek approval from MoEYS on document climate change and resilient.</p>

ADB = Asian Development Bank; AWPB = annual work program and budget; CPD = continuous professional development program; DE = digital economy DGAF = Directorate General of Administration and Finance; DGSE = Department of General Secondary Education; EA = executing agency; EQID = Education Quality Inspective Department; FM = Financial Management; GAP = gender action plan; IA = implementing agency; IAD = Internal Audit Department; ITC = Institute of Technology of Cambodia; L = low; M = moderate; MEF = Ministry of Economy and Finance; MOEYS = Ministry of Education, Youth and Sport; MSS = minimum service standards; MTEF = Medium Term Expenditure Framework; NUM = National University of Management; PAM = Project Administration Manual; PFM = Project Financial Management; PIC = project implementation consultant; PIU = project implementation unit; PMU = project management unit; PSC = Project Steering Committee; S = substantial, SE4HC = Secondary Education for Human Capital Competitiveness Project; SOP= Standards Operating Procedures; SPCD = State Property and Construction Department; STEM = science, technology, engineering, and mathematic; USS = upper secondary school.

Source: ADB.

4.5. Compliance with Loan Covenants

56. The loan covenant status monitoring is attached in Appendix 6.

5. Major Project Issues

57. This section indicates key challenges / constraints regarding the (i) utilization of funds, (ii) project performance, and (iii) implementation progress. It also recommends actions to overcome project implementation problems and issues.

Table 11: Key implementation issues and planned mitigation

#	Key Challenges / Constraints	Recommended Actions to overcome the problems and issues
(i) Implementation Progress		
1	The project involves new approaches focused on equipping teachers with STEM and digital skills. However, a competent Project Implementation Consultant (PIC) to assist the PMU with the implementation is not yet onboard due to the slow procurement and recruitment process.	The Procurement Unit will expedite the remaining process steps through close collaboration with the Project Management Unit (PMU) and the Ministry of Economy and Finance (MEF) to the competent Project Implementation Consultant (PIC) is officially onboard and ready to commence duties in late December 2025 or Early January 2026
2	As the project just commenced in its first year, this requires us to immediately ensure all focal persons and implementing units within the PMU and PIUs are working effectively in line with the project goals and annual workplan.	We will define roles and responsibilities and performance indicators of all focal persons. We will strengthen the current communication channel to support them in the implementation. The PUM is now organizing the support and follow up meetings with all PIUs.
3	Recruitment for key consultant positions is experiencing delays due to a scarcity of appropriate candidates.	The Procurement Unit will expedite the remaining process to have the key consultants on board.
4	The approval of the 2025 Annual Work Plan was somewhat delayed, which, in turn, hindered the timely commencement of project implementation.	We launch the most critical activities from the approved 2025 AWP to catch up on lost time, and simultaneously begin early drafting of the 2026 AWP to avoid next year's implementation delay. We will work closely with the MEF to have the 2026 AWP approved at the earliest convenience.
5	Delays in the procurement process—stemming from the provision of specifications by users, technical discussions among relevant key actors in procurement process, and approval processes within the MEF—are negatively impacting contract award and disbursement.	To address these procurement delays, we must standardize and expedite the internal process for user specification delivery and technical review while collaboratively and closely working with the MEF for critical project contracts.

6. Appendices

Appendix 1: Project Implementation Schedule

Activity	2025				2026				2027				2028				2029				2030							
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4				
A. DMF																												
Output 1: Access to quality USE expanded																												
Activity 1.1. Construction and furnishing of additional 414 classrooms and water, sanitation and hygiene (WASH) facilities (including 300 toilets) in 23 crowded schools																												
Activity 1.2 Upgrading and equipping existing USSs facilities to promote applied science and extra-curricular teaching and learning																												
Activity 1.3. Developing MOEYS guidelines for climate-resilient school facilities																												
Activity 1.4. Reviewing and updating of minimum service standards (MSS) for general technical high schools																												
Activity 1.5. Establishing and equipping of an integrated education data center																												
Activity 1.6. Developing a new MOEYS Gender Mainstreaming Strategic Plan 2025- 2030																												
Activity 1.7 Develop accessibility technology for learning																												
Output 2: USE alignment with 21st-century skills improved																												
Activity 2.1. Providing CPD to secondary school teachers on soft skills and project-based STEM education																												
Activity 2.2. Providing applied STEM and innovative learning fund																												
Activity 2.3. Upgrading of USE science and math teachers' qualifications																												
Activity 2.4. Proving CPD to USE teachers on digital skills																												
Activity 2.5. Supporting CPD applications																												
Activity 2.6. Improving English language proficiency and pedagogy																												

Activity	2025				2026				2027				2028				2029				2030			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Activity 2.7. Strengthening and institutionalization of the School-based STEM Framework																								
Activity 2.8. Supporting the operationalization of the Cambodia Science and Technology Center (CSTC)																								
Output 3: Quality of USE learning assessment system improved.																								
Activity 3.1. Strengthening school-level assessment																								
Activity 3.2 Strengthening national examination processes and practices																								
Output 4: Post-secondary education pathways strengthened																								
Activity 4.1a. Developing and piloting a “fast- track” program in USE																								
Activity 4.1b. Provision of scholarship to “fast- track” completers to study at NUM’s digital economy program																								
Activity 4.2. Developing of MOEYS strategy on HEI recognition of prior learning and competency																								
B. Management Activities																								
Procurement Plan Key Activities																								
1. Civil Works																								
a. Construction of new classrooms																								
b. Renovation/Retrofitting of classrooms																								
2. Equipment and Furniture																								
a. Computers																								
b. Science equipment																								
c. Furniture																								
d. Other ICT equipment																								
3. Nonconsulting																								
a. English training provider																								
4. Consulting																								
a. Project Implementation Consultants (PIC 1) - Firms 1																								
b. Construction Supervision Firm – Firm 2																								
c. Data Center Consulting Firm – Feasibility Study – Firm 3																								
d. Data Center Consulting Firm – Deployment and Management – Firm 4																								

Activity	2025				2026				2027				2028				2029				2030			
	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
e. Consulting Firm to support CSTC Master Plan and Operations – Firm 5																								
f. Consulting Firm to Support CSTC Marketing and Advocacy – Firm 6																								
g. Consulting Firm to support NUM Marketing and Advocacy for Fast Track and Digital Economy Programs– Firm																								
h. Consulting Firm to support CSTC to develop the virtual outreach and digital materials																								
i. Climate Change Guidelines																								
j. Individual Consultants Selection (ICS)																								
Environment Management Plan Key Activities																								
Gender Action Plan Key Activities and Midterm Review																								
Overall Project Management, Implementation, Supervision, Monitoring and Report preparation																								

CPD = continuing professional development, CSTC = Cambodia Science and Technology Center, DMF = design and monitoring framework, HEI = higher education institution, ICS = individual consultant selection, MOEYS = Ministry of Education, Youth and Sport, MSS = minimum service standards, PIC = project implementation consultant, STEM = science, technology, engineering and mathematics, USE = upper secondary education, WASH = water, sanitation and hygiene.
 Source: Asian Development Bank.

	Bidding/Recruitment
	Implementation/Construction

Appendix 2: Detailed Project Implementation Progress

Output and activity	Overall weighting		Project Progress as of Q3 2025			
	Weight by output of activity (%)	Weight of individual output against all outputs (%)	Target		Actual	
			Expected progress of activity (%)	Expected progress of all outputs (%)	Actual progress of activity (%)	Actual progress of all outputs (%)
	a	b	c	d	e	f
Output 1						
Activity 1.1. Construction and furnishing of additional 414 classrooms and water, sanitation and hygiene (WASH) facilities (Including 300 toilets) in 23 crowded schools	51.4	30.8	100	30.8	3.0	0.92
Activity 1.2 Upgrading and equipping existing USSs facilities to promote applied science and extra-curricular teaching and learning	43.6	26.2	100	26.2	8.0	2.10
Activity 1.3. Developing MOEYS guidelines for climate-resilient school facilities	0.1	0.1	100	0.1		-
Activity 1.4. Reviewing and updating of minimum service standards (MSS) for general technical high schools	0.1	0.1	100	0.1		-
Activity 1.5. Establishing and equipping of an integrated education data center	3.9	2.2	100	2.2		-
Activity 1.6. Developing a new MOEYS Gender Mainstreaming Strategic Plan 2025- 2030	0.1	0.1	100	0.1	10.0	0.01
Activity 1.7 Support for inclusive education	0.8	0.5	100	0.5	-	-
Sub-total Output 1	100	60		60		3.03
Output 2						
Activity 2.1. Providing CPD to secondary school teachers on soft skills and project- based STEM education	10.9	3.3	100	3.3	10.0	0.33
Activity 2.2. Providing applied STEM and innovative learning fund	13.9	4.2	100	4.2		-
Activity 2.3. Upgrading of USE science and math teachers' qualifications	5.6	1.7	100	1.7		-
Activity 2.4. Providing CPD to USE teachers on digital skills	5.1	1.5	100	1.5	2.0	0.03
Activity 2.5. Support Preservice training and CPD application	0.7	0.2	100	0.2		-
Activity 2.6. Improving English language proficiency and pedagogy	1.6	0.5	100	0.5		-
Activity 2.7. Strengthening and institutionalization of the School based STEM Framework	0.1	0.1	100	0.1		-
Activity 2.8. Supporting the operationalization of the Cambodia Science and Technology Center (CSTC)	62.1	18.6	100	18.6	5.0	0.93
Sub-total Output 2	100	30		30		1.29
Output 3						
Activity 3.1. Strengthening school-level assessment	73.2	3.7	100	3.7		-
Activity 3.2 Strengthening national examination processes and practices	26.8	1.3	100	1.3	-	-
Sub-total Output 3	100	5		5.0		-
Output 4						
Activity 4.1. Development and piloting of a fast-track program	80.0	4.0	100	4.0	5.0	0.20
Activity 4.2. Developing of MOEYS strategy on HEI recognition of prior learning and competency	20.0	1.0	100	1.0	-	-
Sub-total Output 4	100	5		5.0		0.20
TOTAL		100		100		4.5

Appendix 3: Procurement Plan

Project name : Secondary Education for Human Capital Competitiveness Project (SE4HC)

Loan No. : ADB Loan 4517-CAM (COL)

Update : 02 September 2024, Version 1

<https://www.adb.org/sites/default/files/project-documents/57174/57174-001-pp-en.pdf>

Appendix 4: Contract Monitoring Form

Summary of Project Procurement Package for the whole Project Period

		Updated Procurement Plan		Completed Procurement Packages up to 30 September 2025		Remaining Procurement Packages	
No	Procurement Category	Total Amount	# Package	Total Amount	# Package	Total Amount	# Package
1	Works	\$28,776,046.00	14	\$0.00	0	\$28,776,046.00	14
2	Goods	\$21,549,138.00	32	\$0.00	0	\$21,549,138.00	32
3	Services	\$8,396,300.00	34	\$480,000.00	3	\$7,916,300.00	31
Total		\$58,721,484.00	80	\$480,000.00	3	\$58,241,484.00	77

A. Detail of Completed Procurement Packages up to 30 September 2025

No	ADB PP No.	Description (Value cannot exceed 250 Characters)	Procurement Category	Procurement Method	Estimated Amount (Must be greater than zero, and a positive number)	Bank Financed % (Can not be greater than 100%)	Review Type	Advertisement Date	Actual Contract Amounts (USD)	Status Up to Date
1		2	4	5	7	8	9			
I.	Goods									
1										
2										
Sub-Total I Goods					0.00				-	

II. Works										
No	ADB PP No.	Description (Value cannot exceed 250 Characters)	Procurement Category	Procurement Method	Estimated Amount (Must be greater than zero, and a positive number)	Bank Financed % (Can not be greater than 100%)	Review Type	Advertisement Date	Actual Contract Amounts (USD)	Status Up to Date
1										
2										
3										
Sub-Total II for Works					0.00				-	
III. Services										
No	ADB PP No.	Description (Value cannot exceed 250 Characters)	Procurement Category	Procurement Method	Estimated Amount (Must be greater than zero, and a positive number)	Bank Financed % (Can not be greater than 100%)	Review Type	Advertisement Date	Actual Contract Amounts (USD)	Status Up to Date
1	ICS-8A	National Procurement Consultant for Goods and Works	CS	ICS	153,600.00	100%	Prior Review	Q1/2025	143,718.72	Contract signed with Mr. Rath Sophak
2	ICS-8B	National Procurement Consultant for consulting Services	CS	ICS	153,600.00	100%	Prior Review	Q1/2025	143,718.72	Contract signed with Mr. Doung Makara
3	ICS-9B	National Financial Management Specialist	CS	ICS	172,800.00	100%	Prior Review	Q1/2025	149,647.20	Contract signed with Mr. Khiev Chandara
Sub-Total III for Services					480,000.00				437,084.64	

Appendix 5: Procurement Monitoring and Tracking Form (PMTF)
Appendix 5.1: Procurement Monitoring and Tracking Form – Goods

No.	Contract No.	Description of Works	Procurement Method	Prior Review (Prior) or Post Review (Post)	Plan(P)/ Actual(A)	Cost Estimate/ Actual Cost (US\$)	Completion of design	Start Preparing draft Bidding Document	Submit to PRC	Approval of draft Bid Docs by PRC	Submit the Bank for NOL	NOL by the DP	Advertisement of IFB	Bid submission closing/ public opening	Issue of minute to the Bank/bidders	Completion of BER	Submit BER for PRC Approval	Approval by PRC	Submit BER for the Bank's NOL	Receipt of Bank NOL	Notification of Award	Contract signing	Signed Contract to ADB	Estimated Contract End Date	Disbursement Projection by 2023	Status/Justification	Insurance Start	Insurance End
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27		
1	GD-23	Purchase of 4 Vehicles for the Project	OCB	Prior	P	160,000.00		20-Mar-25	30-Mar-25	5-Apr-25	10-Apr-25	20-Apr-25	25-Apr-25	25-May-25	26-May-25	25-Jun-25	30-Jun-25	2-Jul-25	7-Jul-25	17-Jul-25	22-Jul-25	5-Aug-25	8-Aug-25	7-Oct-25	22-Oct-25	Completed BER evaluation report seek PRC for approval		
					A																							
2	GD-05	Equipment and Furniture for PMU	OCB	Post		60,000.00		20-Mar-25	30-Mar-25	5-Apr-25	10-Apr-25	20-Apr-25	25-Apr-25	9-May-25	10-May-25	24-May-25	27-May-25	1-Jun-25	N/A	N/A	6-Jun-25	11-Jun-25	14-Jun-25	10-Aug-25	24-Aug-25	Waiting technical input from user and Draft BD		
3	GD-06	Furniture for Digital Economy Lab	RFQ	Post		40,000.00		20-Mar-25	3-Apr-25	10-Apr-25	N/A	N/A	24-Apr-25	8-May-25	9-May-25	23-May-25	30-May-25	6-Jun-25	N/A	N/A	11-Jun-25	18-Jun-25	25-Jun-25	17-Aug-25	31-Aug-25	Waiting technical input from user and Draft BD		
4	GD-13	Equipement for Digital Economy Lab	RFQ	Post		200,000.00		20-Mar-25	3-Apr-25	10-Apr-25	N/A	N/A	24-Apr-25	8-May-25	9-May-25	23-May-25	30-May-25	6-Jun-25	N/A	N/A	11-Jun-25	18-Jun-25	25-Jun-25	17-Aug-25	31-Aug-25	Waiting technical input from user and Draft BD		
5	GD-16	Supply, Delivery and Installation of Solar Panels in 90 Schools	OCB	Post		1,800,000.00		20-Aug-25	3-Sep-25	10-Sep-25	N/A	N/A	24-Sep-25	8-Oct-25	9-Oct-25	23-Oct-25	30-Oct-25	6-Nov-25	N/A	N/A	11-Nov-25	18-Nov-25	25-Nov-25	17-Jan-26	31-Jan-26	Design, technical specification and costing preparation by DSPC engineers		
		Total Amount for Goods_Total Estimated				2,060,000.00																						
		Total Amount for Goods_Total Award																										
		Total Amount for Goods_Balance				2,060,000.00																						

Appendix 5.2: Procurement Monitoring and Tracking Form – Works

No.	Contract No.	Description of Works	Procurement Method	Prior Review (Prior) or Post Review (Post)	Plan(P)/ Actual(A)	Cost Estimate/ Actual Cost (US\$)	Completion of design	Start Preparing draft Bidding Document	Submit to PRC	Approval of draft Bid Docs by PRC	Submit the Bank for NOL	NOL by the DP	Advertisement of IFB	Bid submission closing/ public opening	Issue of minute to the Bank/bidders	Completion of BER	Submit BER for PRC Approval	Approval by PRC	Submit BER for the Bank's NOL	Receipt of Bank NOL	Notification of Award	Contract signing	Signed Contract to ADB	Estimated Contract End Date	Disbursement Projection by 2023	Status/Justification
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
1	CW-01	Construction of School Building in Banteay Meanchey Battambang	OCB	Prior	P	2,903,340.00	1-Jul-26	1-Aug-26	8-Aug-26	15-Aug-26	22-Aug-26	29-Aug-26	28-Sep-26	29-Sep-26	29-Sep-26	13-Nov-26	20-Nov-26	27-Nov-26	4-Dec-26	11-Dec-26	18-Dec-26	25-Dec-26	1-Jan-27	N/A		Waiting design firm, expected by June 2026
					A																					
2	CW-02	Construction of School Building in Kompong Speu	OCB	Post (Sampling)	P	3,048,507.00	1-Aug-26	1-Sep-26	8-Sep-26	15-Sep-26	N/A	N/A	15-Oct-26	15-Oct-26	15-Oct-26	29-Nov-26	6-Dec-26	13-Dec-26	N/A	N/A	20-Dec-26	27-Dec-26	3-Jan-27	N/A		Waiting design firm, expected by June 2026
					A																					
3	CW-03	Construction of School Building in Mondulki, Rattanakiri and Stung Treng.	OCB	Post (Sampling)	P	2,467,839.00	1-Aug-26	1-Sep-26	8-Sep-26	15-Sep-26	N/A	N/A	15-Oct-26	15-Oct-26	15-Oct-26	29-Nov-26	6-Dec-26	13-Dec-26	N/A	N/A	20-Dec-26	27-Dec-26	3-Jan-27	N/A		Waiting design firm, expected by June 2026
					A																					
4	CW-04	Construction of School Building in Phnom Penh and Kandal Province	OCB	Post (Sampling)	P	6,097,014.00	1-Aug-26	1-Sep-26	8-Sep-26	15-Sep-26	N/A	N/A	15-Oct-26	15-Oct-26	15-Oct-26	29-Nov-26	6-Dec-26	13-Dec-26	N/A	N/A	20-Dec-26	27-Dec-26	3-Jan-27	N/A		Waiting design firm, expected by June 2026
					A																					
5	CW-05	Construction of School Building in Preah Vihear and Kampong Thom	OCB	Post (Sampling)	P	2,322,672.00	1-Aug-26	1-Sep-26	8-Sep-26	15-Sep-26	N/A	N/A	15-Oct-26	15-Oct-26	15-Oct-26	29-Nov-26	6-Dec-26	13-Dec-26	N/A	N/A	20-Dec-26	27-Dec-26	3-Jan-27	N/A		Waiting design firm, expected by June 2026
					A																					
6	CW-06	Construction of School Building in Kratie and Thbong Khmom	OCB	Post (Sampling)	P	3,193,674.00	1-Aug-26	1-Sep-26	8-Sep-26	15-Sep-26	N/A	N/A	15-Oct-26	15-Oct-26	15-Oct-26	29-Nov-26	6-Dec-26	13-Dec-26	N/A	N/A	20-Dec-26	27-Dec-26	3-Jan-27	N/A		Waiting design firm, expected by June 2026
					A																					

No.	Contract No.	Description of Works	Procurement Method	Prior Review (Prior) or Post Review (Post)	Plan(P)/ Actual(A)	Cost Estimate/ Actual Cost (US\$)	Completion of design	Start Preparing draft Bidding Document	Submit to PRC	Approval of draft Bid Docs by PRC	Submit the Bank for NOL	NOL by the DP	Advertisement of IFB	Bid submission closing/ public opening	Issue of minute to the Bank/bidders	Completion of BER	Submit BER for PRC Approval	Approval by PRC	Submit BER for the Bank's NOL	Receipt of Bank NOL	Notification of Award	Contract signing	Signed Contract to ADB	Estimated Contract End Date	Disbursement Projection by 2023	Status/Justification
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27
7	CWR-01	Classrooms renovation to Computer Lab without furniture (111 existing schools).	OCB	Post (Sampling)	P	1,443,000.00	1-Jun-26	1-Jul-26	8-Jul-26	15-Jul-26	N/A	N/A	14-Aug-26	21-Aug-26	21-Aug-26	5-Oct-26	12-Oct-26	19-Oct-26	N/A	N/A	26-Oct-26	2-Nov-26	9-Nov-26	N/A		Ongoing survey and design by DSPC
					A																					
8	CWR-02	Classrooms renovation without furniture for Smart Classrooms. (110 schools each school 2 classrooms)	OCB	Post (Sampling)	P	110,000.00	1-Dec-25	1-Jan-26	8-Jan-26	15-Jan-26	N/A	N/A	14-Feb-26	21-Feb-26	21-Feb-26	7-Apr-26	14-Apr-26	21-Apr-26	N/A	N/A	28-Apr-26	5-May-26	12-May-26	N/A		Ongoing survey and design by DSPC
					A																					
9	CWR-03	Classrooms renovation to Project-based classrooms without furniture.	OCB	Post (Sampling)	P	1,080,000.00	1-Dec-25	1-Jan-26	8-Jan-26	15-Jan-26	N/A	N/A	14-Feb-26	21-Feb-26	21-Feb-26	7-Apr-26	14-Apr-26	21-Apr-26	N/A	N/A	28-Apr-26	5-May-26	12-May-26	N/A		Ongoing survey and design by DSPC
					A																					
10	CWR-4	Classrooms renovation to Project-based classrooms without furniture.	OCB	Post (Sampling)	P	1,920,000.00	1-Dec-25	1-Jan-26	8-Jan-26	15-Jan-26	N/A	N/A	14-Feb-26	21-Feb-26	21-Feb-26	7-Apr-26	14-Apr-26	21-Apr-26	N/A	N/A	28-Apr-26	5-May-26	12-May-26	N/A		Ongoing survey and design by DSPC
					A																					
11	CWR-05	Classrooms renovation to Science Labs (2 x 38 existing schools) without furniture	OCB	Post (Sampling)	P	1,900,000.00	1-Dec-25	1-Jan-26	8-Jan-26	15-Jan-26	N/A	N/A	14-Feb-26	21-Feb-26	21-Feb-26	7-Apr-26	14-Apr-26	21-Apr-26	N/A	N/A	28-Apr-26	5-May-26	12-May-26	N/A		Ongoing survey and design by DSPC
					A																					
12	CWR-06	Classrooms renovation to Library	OCB	Post (Sampling)	P	570,000.00	1-Dec-25	1-Jan-26	8-Jan-26	15-Jan-26	N/A	N/A	14-Feb-26	21-Feb-26	21-Feb-26	7-Apr-26	14-Apr-26	21-Apr-26	N/A	N/A	28-Apr-26	5-May-26	12-May-26	N/A		Ongoing survey and design by DSPC
					A																					

No.	Contract No.	Description of Works	Procurement Method	Prior Review (Prior) or Post Review (Post)	Plan(P)/ Actual(A)	Cost Estimate/ Actual Cost (US\$)	Completion of design	Start Preparing draft Bidding Document	Submit to PRC	Approval of draft Bid Docs by PRC	Submit the Bank for NOL	NOL by the DP	Advertisement of IFB	Bid submission closing/ public opening	Issue of minute to the Bank/bidders	Completion of BER	Submit BER for PRC Approval	Approval by PRC	Submit BER for the Bank's NOL	Receipt of Bank NOL	Notification of Award	Contract signing	Signed Contract to ADB	Estimated Contract End Date	Disbursement Projection by 2023	Status/Justification	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	
13	CWR-07	Professional and collaboration room for teacher in 98 NWS (multipurpose for teachers)	OCB	Post (Sampling)	P	1,470,000.00	1-Mar-26	1-Apr-26	8-Apr-26	15-Apr-26	N/A	N/A	15-May-26	22-May-26	22-May-26	6-Jul-26	13-Jul-26	20-Jul-26	N/A	N/A	27-Jul-26	3-Aug-26	10-Aug-26	N/A		Ongoing survey and design by DSPC	
					A																						
14	CWR-08	Renovation data center	OCB	Post (Sampling)	P	250,000.00	1-Mar-26	1-Apr-26	8-Apr-26	15-Apr-26	N/A	N/A	15-May-26	22-May-26	22-May-26	6-Jul-26	13-Jul-26	20-Jul-26	N/A	N/A	27-Jul-26	3-Aug-26	10-Aug-26	N/A		Ongoing survey and design by DSPC	
					A																						
		Total Amount for Civil Works-Estimated				28,776,046.00																					
		Total Amount for Civil Works-Award				0.00																					
		Total Amount for Civil Works-Balance				28,776,046.00																					

Appendix 5.3: Procurement Monitoring and Tracking Form - Consulting Firms

No.	Contract No.	Description of Services	Procurement Method	Prior Review (Prior) of Post Review (Post)	Plan(P)/ Actual(A)	REOI STAGE						RFP STAGE						EVALUATION STAGE						Negotiation and Signing Stage						Status/Justification									
						Cost Estimate/ Actual Cost (US\$)	Start preparing draft TOR and REOI	Complete a draft TOR and REOI to the Bank	Submit a draft TOR and REOI to the Bank	NOL by the Bank for TOR	Advertisement of REOI	REOI Closing date and Evaluation by CEC	Start preparing a Draft RFP&Short List to PRC	Submit draft RFP and short list to PRC	Approval by PRC	Submission to the Bank for NOL	Receipt of Bank's NOL on draft RFP and short list	RFP sent to short list	Proposed Submission Closing Date	Technical Proposed Opening Date	Completion of Technical Evaluation Report and sent to PRC for approval	Approval by PRC	Submission of TER to the Bank for NOL	NOL from the Bank	Invite short list firm to financial proposal opening	Opening of Financial proposal qualification firm	Combined Evaluation Approved by PRC	Approval by PRC	Submission to Bank for info		Invitation for contract negotiation	Contract Negotiation Date	Draft negotiated contract initiated	Submit to the Bank for NOL	NOL by DP	Contract Signing	Submit to the Bank for info	Disbursement Projection by 2023	
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38		
1	CS-01	Project Implementation Consultant (PIC)	CQBS	Prior Review	P	2,440,000.00	1-Nov-24	29-Nov-24	2-Jan-25	9-Jan-25	13-Jan-25	7-Mar-25	21-Apr-25	5-May-25	19-May-25	26-May-25	9-Jun-25	16-Jun-25	16-Jul-25	23-Jul-25	30-Jul-25	6-Aug-25	N/A	N/A	5-Sep-25	5-Oct-25	4-Nov-25	11-Nov-25	N/A	N/A	18-Nov-25	2-Dec-25	9-Dec-25	16-Dec-25	30-Dec-25	13-Jan-26	Ongoing technical proposal evaluation.		
					A																																		
2	CS-03	Feasibility Study for Data Center	CQS	Prior Review	P	80,000.00	1-Nov-25	29-Nov-25	2-Jan-26	9-Jan-26	24-Feb-26	25-Mar-26	26-Mar-26	10-Apr-26	17-Apr-26	25-April 22025	30-Apr-26	5-May-26	19-May-26	26-May-26	2-Jun-26	9-Jun-26	N/A	N/A	9-Jul-26	8-Aug-26	7-Sep-26	14-Sep-26	N/A	N/A	14-Oct-26	N/A	N/A	N/A		N/A		Ongoing Eoi Evaluation	
					A																																		
3	CS-06	Development of Khmer language text to speech application and translation software for Special Education	CQS	Prior Review	P	140,000.00	1-Apr-25	1-May-25	15-May-25	22-May-25	29-May-25	28-Jun-25	28-Jul-25	4-Aug-25	11-Aug-25	25-Aug-25	8-Sep-25	28-Sep-25	12-Oct-25	19-Oct-25	26-Oct-25	2-Nov-25	9-Nov-25	16-Nov-25	N/A	N/A	N/A	N/A	N/A	N/A	30-Nov-25	N/A	N/A	N/A		N/A		Review on ToR, Expect to advertisement by December 2025	
					A																																		
4	CS-02	Consultant Firm for Supervision of Construction of New Classroom Buildings	CQBS	Prior Review	P	702,000.00	1-Oct-25	31-Oct-25	14-Nov-25	21-Nov-25	28-Nov-25	28-Dec-25	27-Jan-26	3-Feb-26	10-Feb-26	24-Feb-26	10-Mar-26	30-Mar-26	13-Apr-26	20-Apr-26	27-Apr-26	4-May-26	11-May-26	18-May-26	N/A	N/A	N/A	N/A	N/A	N/A	1-Jun-26	N/A	N/A	N/A		N/A		Waiting technical input and ToR	
					A																																		
		Total Amount for Services_Balance				3,222,000.00																																	

Appendix 5.4: Procurement Monitoring and Tracking Form - Individual Consulting

No.	Contract No.	Description of Services	Prior Review (Prior) or Post Review (Post)	Plan(P)/ Actual(A)	EOI Stage						EVALUATION STAGE					CONTRACT STAGE					Status/Justification		
					Cost Estimate/ Actual Cost (US\$)	Start Preparing draft ToR and REOI	Completion of draft ToR and REOI	NOL by the Bank for TOR	Advertisement of REOI	REOI Submission closing date	Start EOI Evaluation by CEC	Evaluation submit to PRC	Approval of EOI Evaluation by PRC	Submitted to the Bank for NOL	NOL from Bank	Contract negotiation date	Draft Negotiation Contract Initiated	Submission to Bank for NOL	NOL by the Bank	Contract Signing		Submit to the Bank for info/ PCSS no.	ADB Issue PCSS no.
1	2	3	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
1	ICS-1 A	Guidelines on Climate-Smart School Facilities (1 International)	Post (Sampling)	Plan	38,000.00	25-Mar-25	1-Apr-25	N/A	6-Apr-25	20-Apr-25	4-May-25	9-May-25	14-May-25	N/A	N/A	28-May-25	4-Jun-25	11-Jun-25	18-Jun-25	25-Jun-25			Advertisement
				Actual																			
2	ICS-1 B	Guidelines on Climate-Smart School Facilities. (1 National)	Post (Sampling)		6,000.00	25-Mar-25	1-Apr-25	N/A	6-Apr-25	20-Apr-25	4-May-25	9-May-25	14-May-25	N/A	N/A	28-May-25	4-Jun-25	11-Jun-25	18-Jun-25	25-Jun-25			Advertisement
3	ICS-2 A	Data center support consultant (International)	Post (Sampling)		47,500.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			
4	ICS-2 B	Data center support consultant (National)	Post (Sampling)		12,000.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			
5	ICS-3 A	Assessment Policy Specialist (3.1 and 3.2) (1 International)	Post (Sampling)		57,000.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			
6	ICS-3 B	Assessment Policy Specialist (3.1 and 3.2) (1 National)	Post (Sampling)		9,000.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			
7	ICS-4 A	National Examination and Assessment Specialist (1 International)	Prior		114,000.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			
8	ICS-4 B	National Examination and Assessment Specialist (1 National)	Post (Sampling)		24,000.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			

No.	Contract No.	Description of Services	Prior Review (Prior) of Post Review (Post)	Plan(P)/ Actual(A)	EOI Stage						EVALUATION STAGE						CONTRACT STAGE				Status/Justification			
					Cost Estimated Actual Cost (US\$)	Start Preparing draft ToR and REOI	Completion of draft ToR and REOI	NOL by the Bank for TOR	Advertisement of REOI	REOI Submission closing date	Start EOI Evaluation by CEC	Evaluation submit to PRC	Approval of EOI Evaluation by PRC	Submitted to the Bank for NOL	NOL from Bank	Contract negotiation date	Draft Negotiation Contract Initialed	Submission to Bank for NOL	NOL by the Bank	Contract Signing		Submit to the Bank for info/ PCSS no.	ADB issue PCSS no.	Disbursement Projection by 2026
1	2	3	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24		
9	ICS-5-A	International Specialized Courses for Grades 11 and 12 Specialist for (Design and Implement – Digital Economy and Applied Math)	Prior		152,000.00	1-Nov-24	29-Nov-24	2-Jan-25	28-Jan-25	10-Feb-25	11-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25				Ongoing Eoi Evaluation Report
10	ICS-5 B	National Specialized Courses for Grades 11 and 12 Specialist (Design and Implement – Digital Economy and Applied Math)	Post (Sampling)		24,000.00	1-Nov-24	29-Nov-24	2-Jan-25	28-Jan-25	10-Feb-25	11-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25	10-Oct-25			Ongoing Eoi Evaluation Report
11	Ics-06 A	International Fast Track Learning Management Specialist For the National University of Management (NUM)	Post (Sampling)		38,000.00	1-Nov-24	29-Nov-24	2-Jan-25	28-Jan-25	10-Feb-25	11-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25	10-Oct-25			Ongoing Eoi Evaluation Report
12	ICS-06 B	National Fast Track Learning Management Specialist For the National University of Management (NUM)	Post (Sampling)		6,000.00	1-Nov-24	29-Nov-24	2-Jan-25	28-Jan-25	10-Feb-25	11-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25	10-Oct-25			Ongoing Eoi Evaluation Report
13	ICS-7 A	International Curriculum Review Specialist for the National University of Management (NUM), Faculty of Digital Economy (Subject: Digital Economy)	Post (Sampling)		38,000.00	1-Nov-24	29-Nov-24	2-Jan-25	27-Jan-25	9-Feb-25	10-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25	10-Oct-25			Ongoing Eoi Evaluation Report
14	ICS-7 B	International Curriculum Review Specialist for the National University of Management (NUM), Faculty of Digital Economy (Subject: Financial Technology)	Post (Sampling)		38,000.00	1-Nov-24	29-Nov-24	2-Jan-25	27-Jan-25	9-Feb-25	10-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25	10-Oct-25			Ongoing Eoi Evaluation Report

No.	Contract No.	Description of Services	Prior Review (Prior) of Post Review (Post)	Plan(P) / Actual(A)	EOI Stage						EVALUATION STAGE						CONTRACT STAGE						Status/Justification
					Cost Estimate/ Actual Cost (US\$)	Start Preparing draft ToR and REOI	Completion of draft ToR and REOI	NOL by the Bank for TOR	Advertisement of REOI	REOI Submission closing date	Start EOI Evaluation by CEC	Evaluation submit to PRC	Approval of EOI Evaluation by PRC	Submitted to the Bank for NOL	NOL from Bank	Contract negotiation date	Draft Negotiation Contract Initiated	Submission to Bank for NOL	NOL by the Bank	Contract Signing	Submit to the Bank for info/ PCSS no.	ADB issue PCSS no.	
1	2	3	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
15	ICS-7 C	International Curriculum Review Specialist for the National University of Management (NUM) Digital Economy Program (Subject: Smart City Planning and Management)	Post (Sampling)		38,000.00	1-Nov-24	29-Nov-24	2-Jan-25	27-Jan-25	9-Feb-25	10-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25			Ongoing Eoi Evaluation Report
16	ICS-7 D	International Curriculum Review Specialist for the National University of Management (NUM), Faculty of Digital Economy (Subject: computer Science)	Post (Sampling)		38,000.00	1-Nov-24	29-Nov-24	2-Jan-25	27-Jan-25	9-Feb-25	10-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25			Ongoing Eoi Evaluation Report
17	ICS-8 A	National Procurement Consultant for Goods and Works	Prior		153,600.00	1-Nov-24	29-Nov-24	2-Jan-25	25-Jan-25	7-Feb-25	8-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25			Contract awarded, Mr. Rath Sophak
					143,718.72	1-Nov-24	29-Nov-24	2-Jan-25	13-Jan-25	26-Jan-25	27-Jan-25	25-Apr-25	30-Apr-25	11-Jun-25	26-Jun-25	3-Jul-25			30-Apr-25	7-May-25		24 Jul '25	Ongoing Contract
18	ICS-8 B	National Procurement Consultant for consulting Services	Prior		153,600.00	1-Nov-24	29-Nov-24	2-Jan-25	25-Jan-25	7-Feb-25	8-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25			Contract awarded, Mr. Doung Makara
					143,718.72	1-Nov-24	29-Nov-24	2-Jan-25	13-Jan-25	26-Jan-25	27-Jan-25	25-Apr-25	30-Apr-25	11-Jun-25	26-Jun-25	3-Jul-25			30-Apr-25	7-May-25		24 Jul '25	Ongoing Contract
19	ICS-8 C	Procurement Assistant.	Post (Sampling)		90,000.00	25-Nov-25	2-Dec-25	N/A	7-Dec-25	21-Dec-25	4-Jan-26	9-Jan-26	14-Jan-26	N/A	N/A	28-Jan-26	4-Feb-26	11-Feb-26	18-Feb-26	25-Feb-26			
20	ICS-09 A	International Financial Management Specialist	Prior		114,000.00	1-Nov-24	29-Nov-24	2-Jan-25	25-Jan-25	7-Feb-25	8-Feb-25	20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25			Advertisement

No.	Contract No.	Description of Services	Prior Review (Prior) of Post Review (Post)	Plan(P)/ Actual(A)	EOI Stage						EVALUATION STAGE						CONTRACT STAGE						Status/Justification
					Cost Estimated/ Actual Cost (US\$)	Start Preparing draft ToR and REOI	Completion of draft ToR and REOI	NOL by the Bank for TOR	Advertisement of REOI	REOI Submission closing date	Start EOI Evaluation by CEC	Evaluation submit to PRC	Approval of EOI Evaluation by PRC	Submitted to the Bank for NOL	NOL from Bank	Contract negotiation date	Draft Negotiation Contract Initialed	Submission to Bank for NOL	NOL by the Bank	Contract Signing	Submit to the Bank for info/ PCSS no.	ADB issue PCSS no.	
1	2	3	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
21	Ics-9 B	National Financial Management Specialist	Prior		172,800.00	1-Nov-24	29-Nov-24	2-Jan-25	25-Jan-25			20-Mar-25	25-Mar-25	30-Mar-25	10-Apr-25	20-Apr-25	22-Apr-25	25-Apr-25	30-Apr-25	7-May-25			Contract awarded, Mr. Khiev Chandara
					149,647.20	1-Nov-24	29-Nov-24	2-Jan-25	13-Jan-25	26-Jan-25	27-Jan-25	25-Apr-25	30-Apr-25	11-Jun-25	26-Jun-25	3-Jul-25				7-Jul-25		24 Jul 25	Ongoing Contract
22	ICS-9 C	National Financial Specialist for ITC	Prior		1,728,000.00	20-Mar-25	27-Mar-25	10-Apr-25	24-Apr-25	8-May-25	22-May-25	29-May-25	5-Jun-25	12-Jun-25	17-Jun-25	24-Jun-25	1-Jul-25	8-Jul-25	15-Jul-25	29-Jul-25			Advertisement
23	ICS-10	National Gender Strategic Implementation Plan Specialist	Post (Sampling)		9,000.00	20-Mar-25	27-Mar-25	10-Apr-25	24-Apr-25	8-May-25	22-May-25	29-May-25	5-Jun-25	12-Jun-25	17-Jun-25	24-Jun-25	1-Jul-25	8-Jul-25	15-Jul-25	29-Jul-25			Ongoing Eoi Evaluation Report
24	ICS-11A	Intergrationn of LMS for preservice and CPD international	Prior		114,000.00	1-Jan-26	8-Jan-26	22-Jan-26	5-Feb-26	19-Feb-26	5-Mar-26	12-Mar-26	19-Mar-26	26-Mar-26	31-Mar-26	7-Apr-26	14-Apr-26	21-Apr-26	28-Apr-26	12-May-26			
25	ICS-11B	Intergrationn of LMS for preservice and CPD national	Post (Sampling)		36,000.00	1-Jan-26	8-Jan-26	22-Jan-26	5-Feb-26	19-Feb-26	5-Mar-26	12-Mar-26	19-Mar-26	26-Mar-26	31-Mar-26	7-Apr-26	14-Apr-26	21-Apr-26	28-Apr-26	12-May-26			
		Total Amount for Service_Total Estimated			869,100.00																		
		Total Amount for Service_Total Award			437,084.64																		
		Total Amount for Service_Balance			432,015.36																		

Appendix 6: Quarter/Annual Projection Table

Category Ref.	Description	Q1 (US\$)	Q2 (US\$)	Q3 (US\$)	Q4 (US\$)	Total (US\$)
1	Works	-	-	-	-	-
2	Goods	-	-	-	244,000	244,000
3	Consulting Services	-	9,600	281,000	324,400	615,000
4	Capacity building	-	-	40,745	41,666	82,411
5	Recurrent Cost (ADB)	-	11,430	170,067	163,992	345,489
	Recurrent Cost (RGC)	-	29,700	29,700	29,700	89,100
Total		-	50,730	521,512	803,758	1,376,000

Note: AWPB 2025: ADB's Approval on 12 Jun 2025

Appendix 7: Loan Covenants Status

No.	Covenant	Reference in Loan Agreement	Status of Compliance
1	In the carrying out of the Project and operation of the Project facilities, the Borrower shall perform, or cause to be performed, all obligations set forth in Schedule 4 to this Loan Agreement.	Article IV, Section 4.01	Being complied. The project has been implemented follows the PAM and other clause set in the Loan agreement
2	<p>(a) The Borrower shall cause the Project Executing Agency to</p> <ul style="list-style-type: none"> (i) maintain separate accounts and records for the Project; (ii) prepare annual financial statements for the Project in accordance with financial reporting standards acceptable to ADB; (iii) have such financial statements audited annually by independent auditors whose qualifications, experience and terms of reference are acceptable to ADB, in accordance with auditing standards acceptable to ADB; (iv) as part of each such audit, have the auditors prepare a report, which includes the auditors' opinion(s) on the financial statements and the use of the Loan proceeds, and a management letter (which sets out the deficiencies in the internal control of the Project that were identified in the course of the audit, if any); and (v) furnish to ADB, no later than 6 months after the end of each related fiscal year, copies of such audited financial statements, audit report and management letter, all in the English language, and such other information concerning these documents and the audit thereof as ADB shall from time-to-time reasonably request. <p>(b) ADB shall disclose the annual audited financial statements for the Project and the opinion of the auditors on the financial statements within 14 days of the date of ADB's confirmation of their acceptability by posting them on ADB's website.</p>	Article IV, Section 4.02.	<p>Being complied.</p> <p>(a)</p> <ul style="list-style-type: none"> (i) The project's financial and accounting records are being maintained using project specific chart of accounts in Sage 50 accounting software. (ii) Project prepared financial statements in accordance with a cash basis of accounting of the Cash Basis of Cambodia Public Sector Accounting Standards (CPSAS). (iii) Financial statements will be annually audited by the independent auditor. (iv) Auditor will prepare a report that includes auditors' opinion. (v) Audit Project Financial Statement (APFS) will be submitted in a timely manner. <p>(b) Being complied with. ADB will disclose the APFS on the ADB website including opinions of auditors on financial statements.</p> <p>(c) Being complied with. Up on ADB's request, all the project related financial statements and/or auditors' views will be discussed and/or addressed on time.</p>

No.	Covenant	Reference in Loan Agreement	Status of Compliance
	(c) The Borrower shall enable ADB, upon ADB's request, to discuss the financial statements for the Project and the Borrower's financial affairs where they relate to the Project with the auditors appointed pursuant to subsection (a)(iii) hereinabove, and shall authorize and require any representative of such auditors to participate in any such discussions requested by ADB. This is provided that such discussions shall be conducted only in the presence of an authorized officer of the Borrower, unless the Borrower shall otherwise agree.		
3	The Borrower shall enable ADB's representatives to inspect the Project, the Goods, Works and Services, and any relevant records and documents.	Article IV, Section 4.03.	<p>We recognize the Borrower's obligation to facilitate inspections by ADB representatives.</p> <p>While the project is still in its early stages and no inspections have yet occurred, we are prepared to arrange and support any future requests from ADB to inspect the Project, related Goods, Works, Services, and pertinent records and documents in accordance with the Loan Agreement.</p>
4	<p><u>Implementation Arrangements</u></p> <p>The Borrower shall ensure, and cause the Project Executing Agency to ensure, that the Project is implemented in accordance with the detailed arrangements set forth in the PAM. Any subsequent change to the PAM shall become effective only after approval of such change by the Borrower and ADB. In the event of any discrepancy between the PAM and this Loan Agreement, the provisions of this Loan Agreement shall prevail.</p>	Schedule 4, para 1	<p>All project activities initiated so far are proceeding based on the detailed arrangements set forth in the currently approved PAM.</p> <p>We will ensure that any future modifications to the PAM must undergo the formal approval process involving both the Borrower and ADB before taking effect. We will ensure this process is strictly followed if any changes become necessary as the project progresses.</p> <p>Based on the recent ADB Support Review Mission in October 2026, we will revise the procurement plan by including some procurement packages.</p>

No.	Covenant	Reference in Loan Agreement	Status of Compliance
			We will submit the revised package for approval from ADB and the MoEF.
5	<p><u>Procurement</u></p> <p>The Borrower shall ensure, or cause the Project Executing Agency to ensure, that:</p> <p>(a) the procurement of Goods, Works and Services is carried out in accordance with the Procurement Policy, the Procurement Regulations and the Standard Operating Procedures;</p> <p>(b) Goods, Works and Services shall be procured based on the detailed arrangements set forth in the Procurement Plan, including the procurement and selection methods, the type of bidding documents, and ADB's review requirements. The Borrower may modify the detailed arrangements set forth in the Procurement Plan only with the prior agreement of ADB, and such modifications must be set out in updates to the Procurement Plan; and</p> <p>(c) (i) all Goods and Works procured and Services obtained (including all computer hardware, software and systems, whether separately procured or incorporated within other goods and services procured) do not violate or infringe any industrial property or intellectual property right or claim of any third party; and (ii) all contracts for the procurement of Goods, Works and Services contain appropriate representations, warranties and, if appropriate, indemnities from the contractor, supplier, consultant or service provider with respect to the matters referred to in this subparagraph.</p>	Schedule 4, para 2	<p>We will ensure the procurement of Goods, Works and Services that are compliant with stipulated procurement framework, including the ADB Procurement Policy, Regulations, and SOPs.</p> <p>Procurement is proceeding based on the agreed Procurement Plan, with no unapproved deviations. If there is a need to modification of the procurement plan, we will undergo the formal approval process involving both the Borrower and ADB before taking effect.</p> <p>Contractual provisions addressing intellectual property rights and associated warranties/indemnities are being incorporated as required.</p> <p>We will maintain full compliance with all procurement requirements throughout the project implementation.</p>
6	<p><u>Contract Award</u></p> <p>The Borrower shall not, or shall cause the Project Executing Agency not to, award any Works contracts which involves environmental impacts until:</p> <p>(a) the relevant environment authority of the Borrower has granted all the</p>	Schedule 4, para 3	We have ensured that all mandatory conditions – necessary domestic environmental clearances, ADB IEE clearance based on final design,

No.	Covenant	Reference in Loan Agreement	Status of Compliance
	<p>necessary domestic environmental clearances;</p> <p>(b) the Borrower has obtained ADB's clearance of the IEE based on the final design; and</p> <p>(c) the Borrower has incorporated the relevant provisions from the EMP into the Works contract.</p>		<p>and EMP incorporation into the contract has been fully satisfied <i>prior</i> to the award of any such future contracts.</p> <p>Furthermore, to ensure comprehensive environmental and social safeguard (ESS) management in line with project requirements, we conducted pre-construction site assessments to confirm no adverse ESS impacts prior to civil works commencement.</p> <p>We established the project's Grievance Redress Committee (GRC) to manage the Grievance Redress Mechanism (GRM). We initiated the collection of relevant Indigenous Peoples (IP) data, if applicable to project schools.</p> <p>We are now developing a project-specific Safeguard Manual to be finalized by the end of 2026.</p> <p>We conducted regular Environmental and Social Safeguard reporting requirements.</p>
7	<p><u>Environment</u></p> <p>The Borrower shall ensure, or cause the Project Executing Agency to ensure, that the preparation, design, construction, implementation, operation and decommissioning of the Project and all Project facilities comply with (a) all applicable laws and regulations of the Borrower relating to environment, health and safety; (b) the Environmental Safeguards; and (c) all measures and requirements set forth in the IEE, the EMP, and any corrective or preventative actions set forth in the Environmental Safeguards Monitoring Report.</p>	Schedule 4, para 4	<ul style="list-style-type: none"> Upto now the project is compliance with the national environmental, health, and safety laws/regulations, ADB's Environmental Safeguards, and all requirements within the project's IEE and EMP throughout all project phases. <p>We are prepared to implement all specific IEE/EMP measures as project implementation progresses. ent.</p> <p>We established the project's Grievance Redress Committee (GRC) to manage the Grievance Redress Mechanism (GRM). We initiated the</p>

No.	Covenant	Reference in Loan Agreement	Status of Compliance
			<p>collection of relevant Indigenous Peoples (IP) data, if applicable to project schools.</p> <p>We are now developing a project-specific Safeguard Manual to be finalized by the end of 2026.</p> <p>We conducted regular Environmental and Social Safeguard reporting requirements.</p>
8	<p><u>Involuntary Resettlement</u></p> <p>The Borrower shall ensure, or cause the Project Executing Agency to ensure, that the Project does not have any involuntary resettlement impacts, all within the meaning of the SPS. In the event that the Project does have any such impact, the Borrower, through the Project Executing Agency, shall take all steps required to ensure that the Project complies with the applicable laws and regulations of the Borrower and with the SPS.</p>	Schedule 4, para 5	In line with its Category C classification for Involuntary Resettlement (no impacts anticipated) under ADB's SPS, Project SE4HC is designed to avoid such impacts. Accordingly, specific IR compliance actions are not required at this time. We will continue monitoring to ensure this remains the case.
9	<p><u>Indigenous Peoples</u></p> <p>The Borrower shall ensure, or cause the Project Executing Agency to ensure, that the preparation, design, construction, implementation and operation of the Project and all Project facilities comply with (a) all applicable laws and regulations of the Borrower relating to indigenous peoples; (b) the Indigenous Peoples Safeguards; and (c) all measures and requirements set forth in the IPP, and any corrective or preventative actions set forth in the Social Safeguards Monitoring Report.</p>	Schedule 4, para 6	Project SE4HC adheres to Indigenous Peoples safeguard requirements (ADB SPS & national laws). While no IPP is currently required as project is classified as Category C for Involuntary Resettlement, we will initiate IP data collection for project schools (if applicable) to ensure continued compliance and as part of ongoing monitoring.
10	<p><u>Human and Financial Resources to Implement Safeguards Requirements</u></p> <p>The Borrower shall make available, or cause the Project Executing Agency to make available, necessary budgetary and human resources to fully implement</p>	Schedule 4, para 7	Three competent staff from the Property and Construction department are nominated for this work. The budget under the PMU are also allocated for these matters.

No.	Covenant	Reference in Loan Agreement	Status of Compliance
	the EMP and the IPP.		
11	<p><u>Safeguards – Related Provisions in Bidding Documents and Works Contracts</u></p> <p>The Borrower shall ensure, or cause the Project Executing Agency to ensure, that all bidding documents and contracts for Works contain provisions that require contractors to:</p> <p>(a) comply with the measures relevant to the contractor set forth in the IEE, the EMP, the IPP, and the DDR (to the extent they concern impacts on affected people during construction), and any corrective or preventative actions set forth in the Environmental Safeguards Monitoring Report and the Social Safeguards Monitoring Report;</p> <p>(b) make available a budget for all such environmental and social measures;</p> <p>(c) provide the Borrower with a written notice of any unanticipated environmental, resettlement or indigenous peoples risks or impacts that arise during construction, implementation or operation of the Project that were not considered in the IEE, the EMP, the IPP, and the DDR;</p> <p>(d) adequately record the condition of roads, agricultural land and other infrastructure prior to starting to transport materials and construction; and</p> <p>(e) reinstate pathways, other local infrastructure, and agricultural land to at least their pre-project condition upon the completion of construction.</p>	Schedule 4, para 8	We will ensure the compliance with the Loan Agreement regarding safeguard provisions in procurement. Standard bidding document templates are being reviewed and updated to systematically incorporate mandatory clauses requiring contractors to: comply with all relevant measures in the IEE, EMP, and any applicable IPP/DDR; allocate budget for these measures; report unanticipated safeguard risks; record pre-construction site conditions; and reinstate infrastructure and land post-construction. This ensures these requirements are included in all relevant Works contracts as part of our established procurement review and approval process.
12	<p><u>Safeguards Monitoring and Reporting</u></p> <p>The Borrower shall, or cause the Project Executing Agency to, do the following:</p> <p>(a) submit semiannual Social Safeguards Monitoring Reports and annual Environmental Safeguards Monitoring Reports to ADB and disclose</p>	Schedule 4, para 9	We will fulfill all safeguards monitoring and reporting obligations as per the Loan Agreement. We updated the Environmental Safeguards Monitoring Reports based on the recent ADB support mission in October.

No.	Covenant	Reference in Loan Agreement	Status of Compliance
	<p>relevant information from such reports to affected persons promptly upon submission;</p> <p>(b) if any unanticipated environmental and/or social risks and impacts arise during construction, implementation or operation of the Project that were not considered in the IEE, the EMP, the IPP, and the DDR, promptly inform ADB of the occurrence of such risks or impacts, with detailed description of the event and proposed corrective action plan; and</p> <p>(c) report any actual or potential breach of compliance with the measures and requirements set forth in the EMP, the IPP, or the DDR promptly after becoming aware of the breach.</p>		<p>We will keep informing ADB of any unanticipated environmental/social risks or impacts, and reporting any compliance breaches concerning the EMP or applicable IPP/DDR as soon as we become aware of them.</p> <p>As a pre action, we will set out these obligations and clear protocols in our project safeguard Manual.</p>
13	<p><u>Prohibited List of Investments</u></p> <p>The Borrower shall ensure that no proceeds of the Loan are used to finance any activity included in the list of prohibited investment activities provided in Appendix 5 of the SPS.</p>	Schedule 4, para 10	We confirm adherence to the Loan Agreement's requirement regarding the Prohibited List of Investments (SPS Appendix 5). Project activities and planned expenditures have been screened, and internal controls are in place to ensure that no proceeds of the Loan will be used to finance any prohibited activities. We will ensure this compliance throughout the project.
14	<p><u>Grievance Redress Mechanism</u></p> <p>The Borrower shall ensure, or cause the Project Executing Agency to ensure, that</p> <p>(a) an efficient project-specific grievance redress mechanism is in place and functional to assist the affected persons to resolve queries and complaints related to safeguards concerns, if any, in a timely manner;</p> <p>(b) all complaints are registered, investigated and resolved in a manner consistent with the provisions of grievance redress mechanism;</p> <p>(c) the complainants/aggrieved person are kept informed about status of their grievances and remedies available to them; an</p> <p>(d) adequate staff are resources are available for supervising and monitoring the mechanism.</p>	Schedule 4, para 11	We confirm adherence to the Loan Agreement's requirement regarding the Prohibited List of Investments (SPS Appendix 5). Project activities and planned expenditures have been screened, and internal controls are in place to ensure that no proceeds of the Loan will be used to finance any prohibited activities. We will ensure this compliance throughout the project.
15	<p><u>Labor Standards, Health and Safety</u></p> <p>The Borrower shall ensure, and shall cause the Project Executing Agency to</p>	Schedule 4, para 12	Our standard bidding documents and contract templates incorporated mandatory provisions requiring contractors to adhere fully

No.	Covenant	Reference in Loan Agreement	Status of Compliance
	<p>ensure, that the core labor standards and the Borrower's applicable laws and regulations are complied with during Project implementation. The Borrower shall cause the Project Executing Agency and the implementing agency to include specific provisions in the bidding documents and contracts financed by ADB under the Project requiring that the contractors, among other things:</p> <p>(a) comply with the Borrower's applicable labor law and regulations and incorporate applicable workplace occupational safety norms;</p> <p>(b) do not use child labor;</p> <p>(c) do not discriminate against workers in respect of employment and occupation;</p> <p>(d) do not use forced labor;</p> <p>(e) allow freedom of association and effectively recognize the right to collective bargaining; and</p> <p>(f) disseminate, or engage appropriate service providers to disseminate, information on the risks of sexually transmitted diseases, including HIV/AIDS, to the employees of contractors engaged under the Project and to members of the local communities surrounding the Project area, particularly women.</p>		<p>to all specified labor standards, occupational health and safety norms, and awareness dissemination requirements (including STD/HIV/AIDS) as stipulated in the Loan Agreement. This ensures these crucial requirements are embedded in all relevant contracts through our established procurement process.</p>
16	<p><u>Labor Standards, Health and Safety</u></p> <p>The Borrower shall, or shall cause the Project Executing Agency to, strictly monitor compliance with the requirements set forth in paragraph 12 above and provide ADB with regular reports.</p>	Schedule 4, para 13	Regular reports on compliance status will be submitted to ADB as stipulated in the Loan Agreement.
17	<p><u>Gender and Development</u></p> <p>The Borrower shall ensure, or shall cause the Project Executing Agency to ensure, that</p> <p>(a) the GAAP is implemented in accordance with its terms;</p> <p>(b) the bidding documents and contracts include relevant provisions for</p>	Schedule 4, para 14	<p>We will ensure the implementation of the Gender Action Plan (GAAP) per its terms and progress reports will be submitted to ADB in the due course.</p> <p>In order to ensure this compliance, monitoring and reporting mechanisms are actively being established.</p>

No.	Covenant	Reference in Loan Agreement	Status of Compliance
	<p>contractors to comply with the measures set forth in the GAAP;</p> <p>(c) adequate resources are allocated for implementation of the GAAP; and</p> <p>(d) progress on implementation of the GAAP, including progress toward achieving key gender outcome and output targets, are regularly monitored and reported to ADB.</p>		<p>We are developing Gender Action Matrix as part of M&E framework. We are collaborating with designated gender focal persons in PIUs for data collection, ensuring PMU activities systematically incorporate gender aspects using the GAAP guidelines. We provided targeted Gender Training for these focal persons.</p> <p>A national gender specialist was selected. He will work with project gender focal person to develop the MOEYS gender strategy action plan. We will make sure the GAAP of the project aligned with the MOEYS gender strategy.</p>
18	<p><u>Counterpart Support</u></p> <p>The Borrower shall ensure that adequate budgetary allocations of required counterpart funds are made and released in a timely manner to the Project Executing Agency in order to ensure the prompt and successful implementation of the Project.</p>	Schedule 4, para 15	The Ministry of Economy and Finance as the Borrower has complied with obligation under the Loan Agreement to provide adequate and timely counterpart funding to the Project Executing Agency
19	<p><u>Counterpart Support</u></p> <p>In addition to the foregoing, the Borrower shall ensure that the Project Executing Agency and the implementing agency have sufficient funds to satisfy its liabilities arising from any Works, Goods and/or Services contract.</p>	Schedule 4, para 16	The Borrower [Ministry of Economy and Finance] assures ADB that, consistent with the Loan Agreement, mechanisms are in place to ensure the Project Executing Agency and implementing agency possess adequate funds to satisfy all contractual liabilities incurred under Project SE4HC. Up to now, we have the sufficient funds to implement the project.
20	<p><u>Operation and maintenance</u></p> <p>The Borrower shall provide budgetary allocations to the Project Executing Agency to ensure that adequate funds are available to fund the incremental recurrent costs of operating and maintaining the Project and to sustain the Project facilities in sound, functional order after completion of the Project. Furthermore, the Borrower shall cause the Project Executing Agency to ensure that qualified and experienced staff are made available to maintain the Project facilities in good working condition after completion of the Project.</p>	Schedule 4, para 17	We acknowledge the requirement for post-completion operation and maintenance (O&M) funding and staffing as per the Loan Agreement. Project SE4HC's design inherently addresses this through a focus on sustainability, primarily by building the institutional capacity of Higher Education Institutions (HEIs) and Teacher Education Institutions (TEIs) to manage and deliver Continuing Professional Development (CPD) programs independently post-project.

No.	Covenant	Reference in Loan Agreement	Status of Compliance
			<p>This approach ensures that O&M responsibilities, including necessary funding (planned for integration into the regular operational budgets of HEIs, TEIs, and project schools) and qualified staffing (developed through the project's capacity building efforts), will be absorbed institutionally upon project completion.</p> <p>Specific operational arrangements to formalize this integration will be further discussed and prepared during project implementation.</p>
21	<p><u>Governance and Anticorruption</u></p> <p>The Borrower, the Project Executing Agency, and the implementing agency shall comply with ADB's Anticorruption Policy (1998, as amended from time to time) 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 Project; and (b) cooperate with any such investigation and extend all necessary assistance for satisfactory completion of such investigation.</p>	Schedule 4, para 18	The Borrower, Project Executing Agency, and implementing agency affirm their strict adherence to ADB's Anticorruption Policy (1998, as amended). We fully acknowledge ADB's right to investigate any alleged corrupt, fraudulent, collusive, or coercive practices relating to the Project and unequivocally commit to cooperating fully with any such investigation, extending all necessary assistance for its satisfactory completion.
22	<p><u>Governance and Anticorruption</u></p> <p>The Borrower, the Project Executing Agency, and the implementing agency shall ensure that the anticorruption provisions acceptable to ADB are included in all bidding documents and contracts, including provisions specifying the right of ADB to audit and examine the records and accounts of the executing and implementing agency and all contractors, suppliers, consultants, and other service providers as they relate to the Project.</p>	Schedule 4, para 19	We confirm that anticorruption provisions acceptable to ADB, specifically including ADB's right to audit and examine the relevant records and accounts of the executing/implementing agencies and all contractors/suppliers/consultants, are being systematically incorporated into all bidding documents and contracts for Project SE4HC as standard procedure.

Appendix 8: Quarterly Financial Report

STATEMENT OF SOURCES AND USES OF FUND

For the Quarter Ended September 30, 2025

(In USD)

DESCRIPTION	CURRENT QUARTER ADB	CURRENT QUARTER GKC	CURRENT QUARTER TOTAL	CURRENT YEAR TO DATE ADB	CURRENT YEAR TO DATE GKC	CURRENT YEAR TO DATE TOTAL	CUMULATIVE TO DATE ADB	CUMULATIVE TO DATE GKC	CUMULATIVE TO DATE TOTAL
Opening Balance									
Bank account-ADB-MoEYS	999,900	-	999,900	-	-	-	-	-	-
Bank account-ADB-ITC	-	-	-	-	-	-	-	-	-
Bank account-GKC-MoEYS	-	-	-	-	-	-	-	-	-
Pettycash-ADB-MoEYS	-	-	-	-	-	-	-	-	-
Pettycash-ADB-ITC	-	-	-	-	-	-	-	-	-
Total Opening balance	999,900	-	999,900	-	-	-	-	-	-
Sources of Funds:									
Fund received from ADB	-	-	-	1,000,000	-	1,000,000	1,000,000	-	1,000,000
Direct payment from ADB	-	-	-	-	-	-	-	-	-
Fund received from GKC	-	-	-	-	-	-	-	-	-
Direct payment from GKC	-	-	-	-	-	-	-	-	-
Total Sources Of Funds:	-	-	-	1,000,000	-	1,000,000	1,000,000	-	1,000,000
Uses of Funds (by category):									
1. Civil Works	-	-	-	-	-	-	-	-	-
2. Goods	-	-	-	-	-	-	-	-	-
3. Consulting Services	11,428	-	11,428	11,428	-	11,428	11,428	-	11,428
4. Capacity Building	-	-	-	-	-	-	-	-	-
5. Recurrent Cost	83,001	-	83,001	83,101	-	83,101	83,101	-	83,101
6. Interest Charge	-	-	-	-	-	-	-	-	-
Total Uses of Funds:	94,429	-	94,429	94,529	-	94,529	94,529	-	94,529
Cash on hand/ funds available:									
Bank account-ADB-MoEYS	853,541	-	853,541	853,541	-	853,541	853,541	-	853,541
Bank account-ADB-ITC	51,543	-	51,543	51,543	-	51,543	51,543	-	51,543
Bank account-GKC-MoEYS	-	-	-	-	-	-	-	-	-
Pettycash-ADB-MoEYS	387	-	387	387	-	387	387	-	387
Pettycash-ADB-ITC	-	-	-	-	-	-	-	-	-
Total Funds Available:	905,471	-	905,471	905,471	-	905,471	905,471	-	905,471

STATEMENT OF USES OF FUNDS BY COST CATEGORY

For the Quarter Ended September 30, 2025

(In USD)

DESCRIPTION	ACTUAL CURRENT QUARTER	ACTUAL YEAR TO DATE	ACTUAL CUMULATIVE TO DATE	PLANNED CURRENT QUARTER	PLANNED YEAR TO DATE	PLANNED PROJECT ALLOCATION	VARIANCE CURRENT QUARTER	VARIANCE YEAR TO DATE	VARIANCE PROJECT ALLOCATION
1. Civil Works	-	-	-	-	-	28,776,046	-	-	28,776,046
2. Goods	-	-	-	-	-	21,549,138	-	-	21,549,138
3. Consulting Services	11,428	11,428	11,428	281,000	290,600	8,396,300	269,572	279,172	8,384,872
4. Capacity Building	-	-	-	40,745	40,745	9,186,388	40,745	40,745	9,186,388
5. Recurrent Cost	83,001	83,101	83,101	199,767	240,897	3,578,915	116,766	157,796	3,495,814
6. Interest Charge	-	-	-	-	-	2,656,130	-	-	2,656,130
7. Unallocated	-	-	-	-	-	9,777,083	-	-	9,777,083
Total Uses of Funds:	94,429	94,529	94,529	521,512	572,242	83,920,000	427,083	477,713	83,825,471

STATEMENT OF USES OF FUNDS BY PROJECT OUTPUT

For the Quarter Ended September 30, 2025

(In USD)

DESCRIPTION	ACTUAL CURRENT QUARTER	ACTUAL YEAR TO DATE	ACTUAL CUMULATIVE TO DATE	PLANNED CURRENT QUARTER	PLANNED YEAR TO DATE	PLANNED PROJECT ALLOCATION	VARIANCE CURRENT QUARTER	VARIANCE YEAR TO DATE	VARIANCE PROJECT ALLOCATION
1. Output 1	41,017	41,017	41,017	90,096	90,096	42,357,696	49,079	49,079	42,316,679
2. Output 2	1,592	1,592	1,592	50,373	50,373	20,561,837	48,781	48,781	20,560,245
3. Output 3	-	-	-	-	-	1,083,054	-	-	1,083,054
4. Output 4	17,363	17,363	17,363	180,968	180,968	1,324,000	163,605	163,605	1,306,637
5. Project Management	34,457	34,557	34,557	200,075	250,805	6,160,200	165,618	216,248	6,125,643
6. Interest Charge	-	-	-	-	-	2,656,130	-	-	2,656,130
7. Unallocated	-	-	-	-	-	9,777,083	-	-	9,777,083
Total Uses of Funds:	94,429	94,529	94,529	521,512	572,242	83,920,000	427,083	477,713	83,825,471

Appendix 9: Gender Action Plan (GAP) Reporting

I. OVERVIEW OF GAP IMPLEMENTATION PROGRESS

- 1. Overall Progress:** The project is classified as Gender Equality Objective (GEN) and includes 18 targets (3 targets at Outcome level: DMF a., DMF b., and DMF c. while 15 targets are at Outputs' level) and 3 actions within the Gender Assessment and Action Plan (GAAP). The Design and Monitoring Framework (DMF) incorporates 13 DMF indicators including DMF a., DMF b., DMF c., DMF 1a, DMF 1c, DMF 1d, DMF 2a, DMF 2b, DMF 2d, DMF 3a, DMF 3b, DMF 4a and DMF 4b. As of 30 September 2025, eight targets are on track, while seven targets are not yet due and are awaiting progress from PIU1, TIU, DGSE, and NUM-DE. Additionally, two actions are on track, and one action has not yet been started. In June 2025, the PMU and ADB gender teams conducted an orientation on GAAP at MoEYS for all gender focal points from PMU, PIU, TIU, and NUM-DE. Furthermore, DoPo has submitted a proposal to revise Action 2 on GMSP development to implement the action plan, as UNICEF—through the Global Partnership for Education (GPE) and the Capacity Development Partnership Fund (CDPF)—will support the development of the Gender Mainstreaming Strategic Plan (GMSP) in the education sector.
- 2. Overall Project Reach and Beneficiaries:** Not yet progress.
- 3. Key Challenges and Constraints of GAP Implementation:** There has been limited follow-up and collaboration between the gender team and TIU, PIU, and NUM-DE, resulting in minimal updates to the GAAP progress report compared to the DMF progress as of 30 September 2025. The mission encourages the gender team to proactively engage with TIU, PIU, and NUM-DE to ensure timely updates to the GAAP progress report and its submission to PMU and ADB for the next review mission. Furthermore, the mission urges the gender team to actively participate in and work closely with PIU, TIU, and consulting services on bidding document reviews—including the SEAH code of conduct and follow-up actions—school assessments for renovation with gender-responsive, socially inclusive, and climate-resilient design, pedagogy development workshops, CPD training, and EMIS development.

II. GAP MONITORING TABLE

Gender Action Plan (GAP Activities, Indicators, Targets, Timeframe and Responsibility)	Progress to Date (as of 30 September 2025) [in this column include information on period of actual implementation, sex-disaggregated quantitative updates (e.g. number of participating women, women beneficiaries of services, etc.), and any relevant information.]	Highlights and Challenges [Describe important successes and indicate any challenges in the achievement of targets of implementation of gender activities]
Outcome: Effectiveness and gender inclusivity of the USE system improved.		
<p>By 2030: a. Increase in Grade 11 school-based summative assessment score at project schools by at least 5 percentage points for girls and by 7 percentage points for boys (Baseline to be set in SY2025/26)¹ (DMF a.) Target 1. Responsibility: EMIS-DEMIS, EQID, DEA, PMU and CS-1, ICS-3A-3B Timelines: 2025–2031</p>	<p>Gender indicators have been incorporated in M&E system. GAAP orientation conducted on 19 June 2025 at Administration Building Ponhea Hok, MoEYS with 14 people (5 female). PMU has set target by year: - Girl: increase to 1% (2027); to 3% (2028); to 4% (2029); and to 5% (2023). - Boy: to 1% (2027); to 3% (2028); to 5% (2029) and to 7% (2023).</p>	<p>On Track Baseline assessment with schools will be done in 2026.</p>
<p>b. USE completion rate increases to at least 46.0% (50.0% for girls; 42.0% for boys) (SY2023/24 baseline: 38.4% overall, 42.5% for girls; 34.4% for boys) (DMF b.) Target 2. Responsibility: EMIS-DEMIS, EQID, DEA, PMU and CS-1 Timelines: 2025–2031</p>	<p>Gender indicators have been incorporated in M&E system. GAAP orientation conducted on 19 June 2025 at Administration Building Ponhea Hok, MoEYS with 14 people (5 female). PMU has set annual target and will obtain the data from EMIS in January 2026.</p>	<p>On Track</p>
<p>c. Grade 12 student enrollment in science stream increases by at least 5 percentage points for girls and by 7 percentage points for boys (SY2022/23 baseline: 38.4% girls, 31.2% boys) (DMF c.)</p>	<p>Gender indicators have been incorporated in M&E system. GAAP orientation conducted on 19 June 2025 at Administration Building Ponhea Hok, MoEYS with 14 people (5 female).</p>	<p>On Track Will follow up the data in 2025</p>

¹ The baseline will be set after the development and administration of improved school-based summative assessment. The targets will be reassessed at midterm review. The past Grade 11 national assessment results indicate that girls consistently outperform boys, therefore a higher target is set for boys to narrow the gender gap.

<p>Target 3. Responsibility: EMIS-DEMIS, EQID, DEA, PMU and CS-1 Timelines: 2025–2031</p>	<p>PMU has set the annual target:</p> <ul style="list-style-type: none"> - Baseline 2024: Girl (38.4%) and Boy (31.2%) - Target 2025: Girl (39.2%) and Boy (32.3%) 	
Output 1: Access to quality upper secondary education expanded.		
<p>1a. 23 USSs upgraded with new classrooms with gender-responsive, socially inclusive, and climate-adaptive design features and WASH facilities² (2024 baseline: 0) (DMF 1a.)</p> <p>Target 4. Responsibility: DSPC, DGSE, PMU, School Principals and CW-01-06, CS-1-2 Timelines: Year 2025-2027</p>	<p>As of 30 September 2025:</p> <ul style="list-style-type: none"> - Completed assessment on classroom renovation in 72 of 245 schools. - Completed TOR of international and national TA development of MOEYS guidelines for climate resilient school facilities. - Gender team will work with TA to embed the gender responsive and socially inclusive design. 	On Track
<p>1b. At least one public consultation conducted in each of 23 school sites with DSPC officers, school staff, teachers, and representatives of students, parents, and community leaders in focus school sites on the new classroom design features, and SEAH prevention and redress mechanism during construction (2024 baseline: 0)</p> <p>Target 5. Responsibility: DSPC, DGSE, PMU, School Principals and CS-1-2, ICS-1A Timelines: Year 2025-2027</p>	<ul style="list-style-type: none"> - The assessment on site on the construction of 23 schools have not been conducted. - Gender team will participate in the assessment in each school. 	Not yet due
<p>1c. At least 80% of all construction workers and managers report increased understanding on SEAH prevention and redress mechanism during civil work and 100% of construction workers sign the code of conduct (2024 baseline: 0)</p>	<ul style="list-style-type: none"> - Not yet start - Gender team will embed the SEAH prevention and redress mechanism in the bidding documents. - Gender team will ensure that all construction workers sign the code of conduct. 	Not yet due

² Gender-responsive design features include safe, accessible and inclusive environment by addressing safety risks around harassment, sexual assault, and violence often faced by girls, LGBTQI, and other vulnerable students. This includes sex- segregated toilet facilities which are safe, private and with running water, to ensure dignified menstrual hygiene management.

<p>Target 6. Responsibility: DSPC, DGSE, PMU, School Principals and CS-1-2 Timelines: Year 2025-2027</p>		
<p>1d. Integrated Education Data Center operationalized with school management information system including socially inclusive and sex-disaggregated data (2024 baseline: 0) (DMF 1c.) Action 1. Responsibility: PMU, ITC and CS-1-2, ICS-2A-2B Timelines: Year 2025-2027</p>	<ul style="list-style-type: none"> - Consulting service for feasibility study is under evaluation - Gender team will work closely with consulting service to include the sex-disaggregated data as well as social inclusion. 	<p>On Track</p>
<p>1e. At least 90% of 259 USS target schools use SMIS to report sex-disaggregated data biannually to track gender parity (2024 baseline: 0) Target 7. Responsibility: PMU, ITC and CS-1-2, ICS-3-4 Timelines: Year 2025-2027</p>	<ul style="list-style-type: none"> - Consulting service for feasibility study is under evaluation - Gender team will work closely with consulting service to include the sex-disaggregated data as well as social inclusion. - Gender team will monitor the implementation of 259 schools on SMIS. 	<p>On Track</p>
<p>1f. By 2026, MOEYS' Gender Mainstreaming Strategic Plan for Education 2026–2030 developed and approved (2024 baseline: 0) (DMF 1d) Action 2. Responsibility: PMU, DGE and DSPC, Directors and ICS-11 Timelines: Year 2025-2027</p>	<ul style="list-style-type: none"> - DoPo has proposed the justification for indicator change - DoPo has developed the concept note for action plan development for MOEYS's GMSP implementation. 	<p>On Track During the ADB inception mission, DMF 1d has been reported by PMU that UNICEF with Global Partnership for Education (GPE)/ the Capacity Development Partnership Fund (CDPF) grant funds will support to develop the Gender Mainstreaming Strategic Plan (GMSP) in Education Sector, therefore, the SE4HCC project will not implement this indicator. However, PMU requested to use the project budget under this indicator to develop the action plan for GMSP after it is approved expecting in December 2025. PMU will develop a concept note and will be submitted to ADB on the change by the completion of the Strategic Plan. Therefore, the DMF 1d will be also revised in the GAAP document.</p>
<p>1g. Two activities addressing gender norms under the approved Gender Mainstreaming Strategic Plan for Education, 2026–2030 action plan implemented (2024 baseline: 0)</p>	<ul style="list-style-type: none"> - DoPo has proposed the justification for indicator change - DoPo has developed the concept note for action plan development for MOEYS's GMSP implementation. 	<p>On Track</p>

<p>Target 8. Responsibility: PMU, DGE and DSPC, Directors and CS-1, ICS-11 Timelines: Year 2025-2029</p>		
Output 2: Upper secondary education alignment with 21st-century skills improved.		
<p>2a. STEM project-based and applied learning CPD with gender-differentiated pedagogy implemented in at least 80.0% of target schools (2024 baseline: 0) (DMF 2a.)</p> <p>Target 9. Responsibility: PMU, DGE, BTEC, RTTC and NIE and CS-1 Timelines: Year 2026-2029</p>	<ul style="list-style-type: none"> - CPD on STEM Education: is conducting on-site survey - CPD Content Development will be done in October 2025 including consultation to draft content and finalization. - Gender team will participate to provide the feedback on gender differentiated pedagogy. 	On Track
<p>2b. At least 880 teachers (of whom at least 25.0% are women) who participate in digital skills CPD report increased use of technology in teaching (2024 baseline: 0) (DMF 2b.)</p> <p>Target 10. Responsibility: PMU, DGE, BTEC, RTTC and NIE and CS-1 Timelines: Year 2026-2029</p>	<ul style="list-style-type: none"> - Not yet start (PIU1) 	Not yet due
<p>2c. At least 50% teachers from 259 USS who participated in project-based STEM CPD report the use of gender-differentiated pedagogy in projects undertaken with students (2024 baseline: 0)</p> <p>Target 11. Responsibility: PMU, DGE, BTEC, RTTC and NIE and CS-1 Timelines: Year 2026-2029</p>	<ul style="list-style-type: none"> - Not yet start (DGSE) 	Not yet due
<p>2d. One collaborative action research conducted by teachers from project schools address boys' low performance and early-school-leaving (2024 baseline: 0)</p>	<ul style="list-style-type: none"> - Not yet start 	Not yet due

<p>Target 12. Responsibility: PMU, DGE, BTEC, RTTC, NIE, ITC and CS-1 Timelines: Year 2026-2029</p>		
<p>2e. CSTC fully equipped, staffed (with at least 30.0% women in management), and operational with climate smart, socially inclusive and gender-sensitive features³ (2024 baseline: 0) (DMF 2d.) Target 13. Responsibility: PMU, DGE, BTEC, RTTC, NIE, ITC and CS-1, ICS-7 Timelines: Year 2026-2029</p>	<p>- Not yet start (ITC)</p>	<p>Not yet due</p>
<p>2f. 540 USE teachers (20% women) who attended CPD report increased competency in English language pedagogy (2024 baseline: 0) Target 14. Responsibility: PMU, DGE, BTEC, RTTC, NIE, ITC and CS-1 Timelines: Year 2026-2029</p>	<p>- Not yet start</p>	<p>Not yet due</p>
<p>2g. 250 science and mathematics subject team leads (25% women) from USSs, who have successfully completed the CPD program, receive scholarships to pursue local master's degree programs in science and math pedagogy (2024 baseline: 0) Target 15. Responsibility: PMU, DGE, BTEC, RTTC, NIE, ITC and CS-1 Timelines: Year 2026-2029</p>	<p>- Not yet start</p>	<p>Not yet due</p>

³ Gender-sensitive features refer to exhibits that (i) depict women's contribution and roles in STEM globally, within the Association of Southeast Asian Nations and locally; (ii) provide visuals, topics, and aesthetics related to women; and (iii) are accessible for women and girls with disabilities. Gender guidelines and checklist can be adapted from [Exhibit Design for Girls' Engagement \(EDGE\)](#) and [ASTC's Gender Representation Toolkit](#).

Output 3: Quality of upper secondary education learning assessment system improved.		
<p>3a. 650 teachers (at least 25% women) who attend CPD report improved use of classroom- based assessment for teaching (2024 baseline: 0) (DMF 3a.)</p> <p>Target 16.</p> <p>Responsibility: PMU, DGE, NIE and EQID and CS-1, ICS-3A-3B</p> <p>Timelines: Year 2027-2029</p>	<ul style="list-style-type: none"> - Not yet start (PIU1) 	Not yet due
<p>3b. Revised national examination strategy, based on gender-sensitive analysis, approved (2024 baseline: 0) (DMF 3b.)</p> <p>Action 3.</p> <p>Responsibility: PMU, DGE, NIE and EQID and CS-1, ICS-3A-3B</p> <p>Timelines: Year 2027-2029</p>	<ul style="list-style-type: none"> - Not yet start (DEA, EQID) 	Not yet due
Output 4: Post-secondary education pathways strengthened.		
<p>4a. Fast-track program (including environmental science modules) piloted in 25 schools, with at least 50% boys registered in the specialized courses (2024 baseline: 0) (DMF 4a.)</p> <p>Target 17.</p> <p>Responsibility: MOEYS, DGSE, NUM-DE and CS-1, ICS-5A-5B</p> <p>Timelines: Year 2027-2029</p>	<ul style="list-style-type: none"> - Digital Economy and Applied Mathematics Courses have been produced. - Site visits to the target USS schools to assess the fast-track implementation - Successfully selected 25 USS schools for pilot fast-track program implementation in NUM-DE. - Gender team will monitor the boy's registration in the specialized courses. 	On Track
<p>4b. 120 students (at least 50% girls) enrolled in NUM-DE through the pilot fast-track program (2024 baseline: 0) (DMF 4b.)</p> <p>Target 18.</p> <p>Responsibility: MOEYS, DGSE, NUM-DE and CS-1, CS-6A-6B</p> <p>Timelines: Year 2027-2031</p>	<ul style="list-style-type: none"> - Not yet start - Gender team will monitor the boy's registration in the specialized courses. 	Not yet due