Multi-Donor Trust Fund for Health Results Innovation
Grant Agreement
(Health Results-Based Financing Pilot Project)

between

KYRGYZ REPUBLIC

and

INTERNATIONAL DEVELOPMENT ASSOCIATION
acting as Administrator of the
Multi-Donor Trust Fund for Health Results Innovation

Dated December 30, 2013
AGREEMENT dated December 30, 2013, entered into between the KYRGYZ REPUBLIC ("Recipient"); and the INTERNATIONAL DEVELOPMENT ASSOCIATION (the "Association"), acting as administrator of the Multi-Donor Trust Fund for Health Results Innovation.

The Recipient and the Association hereby agree as follows:

**Article I**

**Standard Conditions; Definitions**


1.02. Unless the context requires otherwise, the capitalized terms used in this Agreement have the meanings ascribed to them in the Standard Conditions or in this Agreement.

**Article II**

**The Project**

2.01. The Recipient declares its commitment to the objectives of the project described in Schedule I to this Agreement ("Project"). To this end, the Recipient shall carry out the Project, through MOH and MHIF, in accordance with the provisions of Article II of the Standard Conditions.

2.02. Without limitation upon the provisions of Section 2.01 of this Agreement, and except as the Recipient and the Association shall otherwise agree, the Recipient shall ensure that the Project is carried out in accordance with the provisions of Schedule 2 to this Agreement.

**Article III**

**The Grant**

3.01. The Association agrees to extend to the Recipient, on the terms and conditions set forth or referred to in this Agreement, a grant in an amount equal to eleven million United States Dollars ($11,000,000) ("Grant") to assist in financing the Project.
3.02. The Recipient may withdraw the proceeds of the Grant in accordance with Section IV of Schedule 2 to this Agreement.

3.03. The Grant is funded out of the abovementioned trust fund for which the Association receives periodic contributions from the donors to the trust fund. In accordance with Section 3.02 of the Standard Conditions, the Association's payment obligations in connection with this Agreement are limited to the amount of funds made available to it by the donors under the abovementioned trust fund, and the Recipient's right to withdraw the Grant proceeds is subject to the availability of such funds.

**Article IV**

**Effectiveness; Termination**

4.01. This Agreement shall not become effective until:

(a) evidence satisfactory to the Association has been furnished to the Association that the execution of this Agreement on behalf of the Recipient has been duly authorized or ratified by all necessary governmental action;

(b) an Project Operations Manual, has been prepared, accepted by the Association, and adopted by MOH and MHIF;

(c) an RBF Secretariat, with the responsibilities set forth in Schedule 2, Section I.A.3 to this Agreement and with terms of reference satisfactory to the Association, has been established with sufficient staffing and resources to implement the Project;

(d) a RBF Technical Team, with the responsibilities set forth in Schedule 2, Section I.A.5 to this Agreement and with terms of reference satisfactory to the Association, has been established; and

(e) the National Steering Committee, with the responsibilities set forth in Schedule 2, Section I.A.2 to this Agreement and with terms of reference satisfactory to the Association, has been established.

4.02. As part of the evidence to be furnished pursuant to Section 4.01(a), there shall be furnished to the Association an opinion or opinions satisfactory to the Association of counsel acceptable to the Association or, if the Association so requests, a certificate satisfactory to the Association of a competent official of the Recipient, showing that, on behalf of the Recipient, this Agreement has been duly authorized or ratified and is legally binding upon it in accordance with its terms.
4.03. Except as the Recipient and the Association shall otherwise agree, this Agreement shall enter into effect on the date when the Association dispatches to the Recipient notice that all of the conditions specified in Section 4.01 have been met ("Effective Date"). If, before the Effective Date, any event has occurred which would have entitled the Association to suspend the right of the Recipient to make withdrawals from the Grant Account if this Agreement had been effective, the Association may postpone the dispatch of the notice referred to in this Section until such event (or events) has (or have) ceased to exist.

4.04. Termination for Failure to Become Effective. This Agreement and all obligations of the parties under it shall terminate if it has not entered into effect by the date one hundred eighty (180) days after the date of this Agreement, unless the Association, after consideration of the reasons for the delay, establishes a later date for the purpose of this Section. The Association shall promptly notify the Recipient of such later date.

Article V
Recipient’s Representative; Addresses

5.01. The Recipient’s Representative referred to in Section 7.02 of the Standard Conditions is the Minister of Finance.

5.02. The Recipient’s Address referred to in Section 7.01 of the Standard Conditions is:

Ministry of Finance
58 Erkindik Blvd.
Bishkek City, 720040
Kyrgyz Republic

Telex: 245-156 NUR KH
Facsimile: (996-312) 661645
5.03. The Association’s Address referred to in Section 7.01 of the Standard Conditions is:

International Development Association
1818 H Street, N.W.
Washington, D.C.20433
United States of America

Cable: Telex: Facsimile:
INDEVAS 248423 (MCI) or 1-202-477-6391
Washington, D.C. 64145 (MCI)

AGREED at Bishkek, Kyrgyz Republic, as of the day and year first above written.

KYRGYZ REPUBLIC

By

Authorized Representative

Name: Olga Lavrova
Title: Minister of Finance

INTERNATIONAL DEVELOPMENT ASSOCIATION
acting as Administrator of the Multi-Donor Trust Fund for Health Results Innovation

By

Authorized Representative

Name: Nagaraju Duthaluri
Title: Acting Regional Director
Central Asia
SCHEDULE 1

Project Description

The objectives of the Project are: (1) to pilot performance-based payments and enhanced supervision for quality of maternal and neonatal care in randomly selected rayon hospitals; and (2) to strengthen the Recipient’s and healthcare providers’ capacity in performance-based contracting and monitoring and evaluating for results.

The Project consists of the following parts:

Part 1: Pilot Performance-Based Payments and Enhanced Supervision for Quality of Health Care

(a) Conducting a randomized controlled trial at the rayon hospital level to compare the results of the following:

(1) use of an enhanced supervision scheme that utilizes a Balanced Scorecard (BSC) to assess quality of care in a group of facilities, together with a performance-based payment made against the level of facility performance achieved on a quarterly basis (Group 1);

(2) use of only the enhanced supervision scheme that utilizes the BSC without performance-based payments (Group 2); and

(3) use of a control group (Group 3).

(b) Supporting Incremental Operating Costs of MHIF to manage performance-based contracts with health facilities.

Part 2: Strengthen the Government’s and Health Care Providers’ Capacity in Performance-Based Payment Reform and Monitoring and Evaluation for Results

(a) Improving the capacity of MOH and MHIF in the following areas through provision of technical assistance:

(1) strengthening the purchasing capacity of MHIF in negotiating and managing performance-based contracts with health care providers;

(2) enhancing regulatory and stewardship role of MOH with respect to establishing norms, standards, protocols, and directives, and
formal management agreements with healthcare providers to ensure transparency and autonomy; and

(3) strengthening quality control of MOF and MHIF with respect to monitoring and evaluation capacity building, conducting facility and user surveys, independent verification of results, and auditing mechanisms for health and financial data.

(b) Improving the capacity of Participating Providers in the following areas through provision of technical assistance and training:

(1) training for managers and staff of providers participating in Groups 1 and 2 on the BSC, verification and counter-verification mechanisms, monitoring arrangements, financial management, and procurement using harmonized procurement procedures; and

(2) strengthening health management information systems in Groups 1, 2 and 3 to improve monitoring and evaluation.

(c) Supporting Project coordination, implementation, management and monitoring through the provision of training, goods, and financing of MOH Incremental Operating Costs.
SCHEDULE 2

Project Execution

Section I. Implementation Arrangements

A. Institutional Arrangements

1. The Recipient shall ensure that the MHIF carries out Part 1 and the MOH carries out Part 2 of the Project in accordance with the Project Operations Manual.

2. The Recipient shall establish a National Steering Committee (NSC) which will be comprised of representatives from the MOF, MOH, and MHIF, with terms of reference satisfactory to the Association, and which will be responsible for full oversight of the Project, including acting as the policy decision-making body, regulating the size of performance-based payments, and establishing the rules required for implementing performance-based payments.

3. The Recipient shall ensure that MOH establishes an “RBF Secretariat”, with terms of reference satisfactory to the Association, which will be responsible for, inter alia:

   (i) day-to-day implementation and management of the Project;

   (ii) coordination of peer verification;

   (iii) participation as observers during peer verification;

   (iv) assessment of the validity of reported data to ensure accuracy and reduce the likelihood of misreporting; and

   (v) organization and participation in counter-verification on a semi-annual basis.

4. The RBF Secretariat shall report to the NSC on a quarterly basis on the use of Project funds and the results obtained by Participating Providers.

5. The Recipient shall establish an “RBF Technical Team” including representatives from the MOH, MHIF, professional associations, non-governmental organizations, and development partners, with terms of reference satisfactory to the Association and with responsibility for discussing technical issues, serving as observers during quarterly peer verifications, and participating in counter-verification.
B. Participating Provider Agreements

To facilitate the carrying out of Part 1 of the Project, the Recipient shall make part of the proceeds of the Financing allocated from time to time to Category 1 of the table set forth in Section IV.A.2 of this Schedule available to Participating Providers under agreements between MHIF and each of the Participating Providers ("Participating Provider Agreements"), under terms and conditions approved by the Association, including but not limited to the following provisions:

1. a requirement that the Participating Provider adheres to the Anti-Corruption Guidelines;
2. that MHIF provide quarterly incentive payments to the Participating Provider based on its score through use of the BSC;
3. that the Participating Provider use funds made available under the Participating Provider Agreement for Eligible Expenditures pursuant to this Agreement;
4. that the Participating Provider maintains records and accounts for expenditures of the payments received pursuant to its Participating Provider Agreement and submit its financial statements to the Recipient on a quarterly basis; and
5. that the Participating Provider conduct its procurement under the Participating Provider Agreement in accordance with this Agreement, the Procurement Guidelines and Consultant Guidelines.

C. Anti-Corruption

The Recipient shall ensure that the Project is carried out in accordance with the provisions of the "Guidelines on Preventing and Combating Fraud and Corruption in Projects Financed by IBRD Loans and IDA Credits and Grants", dated October 15, 2006 and revised in January 2011 ("Anti-Corruption Guidelines").

D. Safeguards

1. The Recipient shall ensure that each Participating Provider carries out the Project in accordance with all applicable environmental laws and regulations. The BSC shall contain indicators relating to compliance with applicable environmental laws and regulations.

2. For the purposes of Part 1 of the Project, the Recipient shall ensure that the Participating Providers do not use performance-based payments for major works.
Major works shall be considered any works that require excavation, more than five (5) truckloads of waste, or removal of asbestos.

Section II. Project Monitoring, Reporting and Evaluation

A. Project Reports; Completion Report

1. (a) The Recipient shall monitor and evaluate the progress of the Project and prepare Project Reports in accordance with the provisions of Section 2.06 of the Standard Conditions and on the basis of the indicators set forth below in sub-paragraph (b) of this paragraph. Each Project Report shall cover the period of one calendar semester, and shall be furnished to the Association not later than forty-five (45) days after the end of the period covered by such report.

(b) The performance indicators referred to above in sub-paragraph (a) consist of the following:

(i) the proportion of eligible rayon hospitals that received the authorized performance-based payments within two weeks after the MHIF’s receipt of payment invoices;

(ii) the proportion of quarterly peer verification records for Groups 1 and 2 rayon hospitals submitted to MHIF within one week after the end of the quarter;

(iii) the number of counter-verifications carried out for a subset of Group 1 rayon hospitals (20) and Group 2 rayon hospitals (20) every six (6) months; and

(iv) the completion of Impact Evaluation surveys in accordance with the schedule set forth in the Project Operations Manual.

2. The Recipient shall prepare the Completion Report in accordance with the provisions of Section 2.06 of the Standard Conditions. The Completion Report shall be furnished to the Association not later than six months after the Closing Date.

B. Financial Management; Financial Reports; Audits

1. The Recipient shall ensure that a financial management system is maintained in accordance with the provisions of Section 2.07 of the Standard Conditions.
2. The Recipient shall ensure that interim unaudited financial reports for the Project are prepared and furnished to the Association not later than forty-five (45) days after the end of each calendar quarter, covering the quarter, in form and substance satisfactory to the Association.

3. The Recipient shall have its Financial Statements for the Project audited in accordance with the provisions of Section 2.07(b) of the Standard Conditions. Each such audit of the Financial Statements shall cover the period of one fiscal year of the Recipient. The audited Financial Statements for each such period shall be furnished to the Association not later than six months after the end of such period.

Section III. Procurement

A. General

1. **Procurement and Consultant Guidelines.** All goods, works, non-consulting-services and consultants’ services required for the Project and to be financed out of the proceeds of the Grant shall be procured in accordance with the requirements set forth or referred to in:

   (a) Section I of the “Guidelines: Procurement of Goods, Works and Non-consulting Services under IBRD Loans and IDA Credits and Grants by World Bank Borrowers” dated January 2011 (“Procurement Guidelines”) in the case of goods, works and non-consulting services, and Sections I and IV of the “Guidelines: Selection and Employment of Consultants under IBRD Loans and IDA Credits and Grants by World Bank Borrowers” dated January 2011 (“Consultant Guidelines”) in the case of consultants’ services; and

   (b) the provisions of this Section III, as the same shall be elaborated in the procurement plan prepared and updated from time to time by the Recipient for the Project in accordance with paragraph 1.18 of the Procurement Guidelines and paragraph 1.25 of the Consultant Guidelines (“Procurement Plan”).

2. **Definitions.** The capitalized terms used below in this Section to describe particular procurement methods or methods of review by the Association of particular contracts, refer to the corresponding method described in Sections II and III of the Procurement Guidelines, or Sections II, III, IV and V of the Consultant Guidelines, as the case may be.
B. Particular Methods of Procurement of Goods, Works and Non-consulting Services

1. International Competitive Bidding. Except as otherwise provided in paragraph 2 below, goods, works and non-consulting services shall be procured under contracts awarded on the basis of International Competitive Bidding.

2. Other Methods of Procurement of Goods, Works and Non-consulting Services. The following methods, other than International Competitive Bidding, may be used for procurement of goods and non-consulting services for those contracts specified in the Procurement Plan:

   (a) National Competitive Bidding, subject to the following additional provisions:

      (i) Eligibility: Eligibility of bidders to participate in a procurement process and to be awarded an Association-financed contract shall be as defined under Section I of the Procurement Guidelines; accordingly, no bidder or potential bidder shall be declared ineligible for contracts financed by the Bank or Association for reasons other than those provided in Section I of the Procurement Guidelines.

      (ii) Domestic Preference: No domestic preference may be applied in bid evaluation on the basis of bidder nationality, the origin of goods, services or labor, and/or preferential programs.

      (iii) Registration and Licensing: Registration shall not be used to assess bidders' qualifications. A foreign bidder shall not be required to register or obtain a license as a condition for submitting its bid, and a foreign bidder recommended for contract award shall be given a reasonable opportunity to register or obtain a license, with the reasonable cooperation of the Borrower, prior to contract signing.

      (iv) Bidding Documents: Procuring entities shall use the appropriate standard bidding documents acceptable to the Association, which documents shall be prepared so as to ensure economy, efficiency, transparency, and broad consistency with the provisions of Section I of the Procurement Guidelines.

      (v) Bid Validity: The bid validity period required by the bidding documents shall be sufficient to account for any period that may be required for the approval and registration of the contract as contemplated in the Public Procurement Law (PPL). An
extension of bid validity, if justified by exceptional circumstances, may be requested in writing from all bidders before the original bid validity expiration date, provided that such extension shall cover only the minimum period required to complete the evaluation, award a contract, and/or complete the contract registration process. No further extensions shall be requested without the prior written concurrence of the Association.

(vi) **Qualification:** Qualification criteria shall be clearly specified in the bidding documents. All criteria so specified, and only such specified criteria, shall be used to determine whether a bidder is qualified. Qualification shall be assessed on a “pass or fail” basis, and merit points shall not be used. Such assessment shall be based entirely upon the bidder’s or prospective bidder’s capability and resources to effectively perform the contract, taking into account objective and measurable factors, including: (a) relevant general and specific experience, and satisfactory past performance and successful completion of similar contracts over a given period; (b) financial position; and where relevant (c) capability of construction and/or manufacturing facilities.

Prequalification procedures and documents acceptable to the Association shall be used for large, complex and/or specialized works contracts. Verification of the information upon which a bidder was prequalified, including current commitments and the bidder’s capability with respect to personnel and equipment, shall be carried out at the time of contract award.

In the procurement of goods and works where prequalification is not used, the qualification of the bidder who is recommended for award of contract shall be assessed by post-qualification, applying the qualification criteria stated in the bidding documents.

(vii) **Cost Estimates and State Unit Costs:** Cost estimates shall be confidential and shall not be disclosed to prospective bidders. No bids shall be rejected on the basis of comparison with the cost estimates and/or budget ceiling without the Association’s prior written concurrence. State unit costs shall not be used for contract budgeting and/or for evaluation for civil works contracts.

(viii) **Bid Submission and Bid Opening:** Prospective bidders shall be given at least thirty (30) days from the date of publication of the
invitation to bid or the date of availability of the bidding documents, whichever is later, to prepare and submit bids. Bids shall be opened in public, immediately after the deadline for their submission. No bids shall be rejected at bid opening. A copy of the bid opening minutes shall be promptly provided to all bidders who submitted bids, and to the Association with respect to contracts subject to the Association’s prior review.

(ix) Rejection of Bids and Re-bidding: No bids shall be rejected solely because they exceed the estimated cost. All bids (or the sole bid if only one bid is received) shall not be rejected, the procurement process shall not be cancelled, and new bids shall not be solicited without the Association’s prior written concurrence.

(x) Bid Evaluation: Evaluation criteria shall be clearly specified in the bidding documents. Evaluation of bids shall be made in strict adherence to the evaluation criteria specified in the bidding documents. All bid evaluation criteria other than price shall be quantifiable in monetary terms. Merit points shall not be used, and no minimum point or percentage value shall be assigned to the significance of price, in bid evaluation. Bidders shall not be eliminated on the basis of minor, nonmaterial deviations.

Contracts shall be awarded to the qualified bidder whose bid has been determined: (i) to be substantially responsive to the bidding documents; and (ii) to offer the lowest-evaluated cost. No negotiations shall be permitted in connection with the bid evaluation or the contract registration process.

(xi) Guarantees: Guarantees shall be in the format specified in the bidding documents. The bid guarantee shall be valid for twenty-eight days (28) beyond the original validity period of the bid, or beyond any period of extension if requested.

(xii) Contract Modifications: With respect to contracts subject to the Association’s prior review, the Recipient shall obtain the Association’s no objection before agreeing to: (i) a material extension of the stipulated time for performance of a contract; (ii) any substantial modification of the contract scope of services or other significant changes to the terms and conditions of the contract; (iii) any variation order or amendment (except in cases of extreme urgency) which, singly or combined with all variation orders or amendments previously issued, increases the original contract amount by more than 15 percent; or (iv) the proposed
termination of the contract. A copy of all contract amendments shall be provided to the Association.

(xiii) **Fraud and Corruption**: The bidding documents and contract as deemed acceptable by the Association shall include provisions stating the Association’s policy to sanction firms or individuals, found to have engaged in fraud and corruption as defined in the Procurement Guidelines.

(xiv) **Inspection and Audit Rights**: In accordance with the Procurement Guidelines, each bidding document and contract financed out of the proceeds of the Financing shall provide that bidders, suppliers and contractors, and their subcontractors, agents, personnel, consultants, service providers, or suppliers, shall permit the Association to inspect all accounts, records, and other documents relating to the submission of bids and contract performance, and to have them audited by auditors appointed by the Association. Acts intended to materially impede the exercise of the Association’s inspection and audit rights provided for in the Procurement Guidelines constitute an obstructive practice as defined in the Procurement Guidelines.

(b) **Shopping**.

(c) **Direct Contracting**.

C. **Particular Methods of Procurement of Consultants’ Services**

1. **Quality- and Cost-based Selection**. Except as otherwise provided in paragraph 2 below, consultants’ services shall be procured under contracts awarded on the basis of Quality- and Cost-based Selection.

2. **Other Methods of Procurement of Consultants’ Services**. The following methods, other than Quality- and Cost-based Selection, may be used for procurement of consultants’ services for those assignments which are specified in the Procurement Plan:

(a) Quality-based Selection;
(b) Selection under a Fixed Budget;
(c) Least Cost Selection;
(d) Selection based on Consultants’ Qualifications;
(e) Single-Source Selection; and
(f) Selection of Individual Consultants.
D. **Review by the Association of Procurement Decisions**

The Procurement Plan shall set forth those contracts which shall be subject to the Association’s Prior Review. All other contracts shall be subject to Post Review by the Association.

**Section IV. Withdrawal of Grant Proceeds**

**A. General**

1. The Recipient may withdraw the proceeds of the Grant in accordance with the provisions of: (a) Article III of the Standard Conditions; (b) this Section; and (c) such additional instructions as the Association may specify by notice to the Recipient (including the “World Bank Disbursement Guidelines for Projects” dated May 2006, as revised from time to time by the Association and as made applicable to this Agreement pursuant to such instructions), to finance Eligible Expenditures as set forth in the table in paragraph 2 below.

2. The following table specifies the categories of Eligible Expenditures that may be financed out of the proceeds of the Grant (“Category”), the allocations of the amounts of the Grant to each Category, and the percentage of expenditures to be financed for Eligible Expenditures in each Category:

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount of the Grant Allocated (expressed in USD)</th>
<th>Percentage of Expenditures to be Financed (inclusive of Taxes)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Incentive Payments to Participating Providers under Part 1 of the Project</td>
<td>$8,832,230</td>
<td>100%</td>
</tr>
<tr>
<td>(2) Goods, Consultant Services, Incremental Operating Costs, and Training</td>
<td>$2,167,770</td>
<td>100%</td>
</tr>
<tr>
<td>TOTAL AMOUNT</td>
<td>$11,000,000</td>
<td></td>
</tr>
</tbody>
</table>
B. Withdrawal Conditions; Withdrawal Period

1. Notwithstanding the provisions of Part A of this Section no withdrawal shall be made:

   (a) for payments made prior to the date of this Agreement;

   (b) for Incentive Payments under Category 1 if:

       (i) more than forty percent (40%) of the Incentive Payment for a Participating Provider has been used for works; or

       (ii) incentive payments to staff of a Participating Provider are not based on the guidelines set forth in the Project Operations Manual.

2. The Closing Date referred to in Section 3.06(c) of the Standard Conditions is June 30, 2017.
APPENDIX

Definitions


2. “BSC” means a Balanced Scorecard used to assess quality at the facility level, as agreed with Participating Providers in Participating Provider Agreements.

3. “BSC User Manual” means a Balanced Scorecard User Manual that sets forth the method for calculating incentive payments to Participating Providers based on the use of the BSC.

4. “Category” means a category set forth in the table in Section IV of Schedule 2 to this Agreement.


6. “Incentive Payments” means payments for reasonable cost of goods, works or services made to Participating Providers pursuant to Participating Provider Agreements that are based on the BSC.

7. “Incremental Operating Costs” means reasonable and necessary incremental expenditures, as approved by the Association on the basis of budgets acceptable to the Association, incurred by MOH and MHIF on account of Project implementation, management, monitoring and evaluation, including the cost of office rental, office equipment and supplies, office equipment maintenance and repair, vehicle operation (including fuel costs) and repair, travel, communication, translation and interpretation, bank charges, verification and counter-verification of rayon hospitals, and other miscellaneous costs as may be agreed with the Association, but excluding salaries of officials and employees of MOH and MHIF.

8. “MHIF” means the Mandatory Health Insurance Fund under the Ministry of Health of the Recipient, established by a Decree of the President of the Recipient No. 326 dated November 22, 1996, or any legal successor thereto.

9. “MOF” means the Ministry of Finance of the Recipient or any legal successor thereto.
10. “MOH” means the Ministry of Health of the Recipient or any legal successor thereto.

11. “Participating Provider” means a health care facility participating in the Project by means of a Participating Provider Agreement with the MHIF.

12. “Participating Provider Agreement” means an agreement between a Participating Provider and MHIF, satisfactory to the Association, for incentive-based payments based on a BSC and enhanced supervision.


14. “Procurement Plan” means the Recipient’s procurement plan for the Project, dated March 26, 2013 and referred to in paragraph 1.18 of the Procurement Guidelines and paragraph 1.25 of the Consultant Guidelines, as the same shall be updated from time to time in accordance with the provisions of said paragraphs.

15. “Project Operations Manual” or “POM” means the project operational manual for the Project, setting forth principles and procedures governing the implementation of the said Project, including the criteria for the selection of Participating Providers, the schedule for Impact Evaluation Surveys, the BSC criteria, and the BSC User Manual.

16. “RBF Extended Team” means the RBF Secretariat and the RBF Technical Team.


18. “Training” means training activities (other than consultants’ services) to be carried out under the Project, including the reasonable and necessary travel expenses incurred by participants in training workshops and study tours, and other expenditures directly relating to the training workshop and study tour activity, as may be agreed with the Association.

19. “USD” means United States dollars, the lawful currency of the United States of America.