



Technical Assistance Report

Project Number: 51351-001
Knowledge and Support Technical Assistance (KSTA)
December 2017

Islamic Republic of Pakistan: Strengthening the Federal Public–Private Partnership Framework and Enabling Reforms for Infrastructure Financing Support (Financed by the Government of the United Kingdom)

This document is being disclosed to the public in accordance with ADB's Public Communications Policy 2011.

Asian Development Bank

CURRENCY EQUIVALENTS

(as of 28 November 2017)

Currency unit	–	Pakistan rupee/s (PRs/PRs)		
PRs1.00	=	\$0.0095	or	£0.0071
\$1.00	=	PRs105.33	or	£0.7508
£1.00	=	PRs140.29	or	\$1.3319

ABBREVIATIONS

ADB	–	Asian Development Bank
MOF	–	Ministry of Finance, Revenue, and Economic Affairs
PDF	–	project development facility
PDFL	–	Pakistan Development Fund Limited
PPP	–	public–private partnership
TA	–	technical assistance
VGF	–	viability gap fund

NOTE

In this report, “\$” refers to United States dollars.

Vice-President	Wencai Zhang, Operations 1
Director General	Sean O’Sullivan, Central and West Asia Department (CWRD)
Director	Xiaohong Yang, Pakistan Resident Mission (PRM), CWRD
Team leader	Shauzab Ali, Senior Project Officer (Financial Sector), PRM, CWRD
Team members	Sana Masood, Project Officer (Financial Sector), PRM, CWRD Douglas Perkins, Senior Counsel, Office of General Counsel Ferran Vila Planas, Principal Public–Private Partnership Specialist, Office of Public–Private Partnership Adrian Torres, Principal Financial Sector Specialist, CWRD

In preparing any country program or strategy, financing any project, or by making any designation of or reference to a particular territory or geographic area in this document, the Asian Development Bank does not intend to make any judgments as to the legal or other status of any territory or area.

CONTENTS

	Page
KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE	
I. INTRODUCTION	1
II. ISSUES	1
III. THE TECHNICAL ASSISTANCE	2
A. Impact and Outcome	2
B. Outputs, Methods, and Activities	2
C. Cost and Financing	3
D. Implementation Arrangements	4
IV. THE PRESIDENT'S DECISION	5
APPENDIXES	
1. Design and Monitoring Framework	6
2. Cost Estimates and Financing Plan	9
3. List of Linked Documents	10

KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 51351-001	
Project Name	Strengthening the Federal Public–Private Partnership Framework and Enabling Reforms for Infrastructure Financing Support	Department /Division	CWRD/PRM
Country	Pakistan	Executing Agency	Ministry of Finance
2. Sector	Subsector(s)	Financing (\$ million)	
		Total	0.00
3. Strategic Agenda	Subcomponents	Climate Change Information	
Inclusive economic growth (IEG)	Pillar 1: Economic opportunities, including jobs, created and expanded	Climate Change impact on the Project	Low
4. Drivers of Change	Components	Gender Equity and Mainstreaming	
Governance and capacity development (GCD)	Institutional development Institutional systems and political economy Organizational development	No gender elements (NGE)	✓
Knowledge solutions (KNS)	Knowledge sharing activities		
Partnerships (PAR)	Commercial cofinancing Regional organizations		
5. Poverty and SDG Targeting		Location Impact	
Geographic Targeting	No	Not Applicable	
Household Targeting	No		
SDG Targeting	Yes		
SDG Goals	SDG8		
6. TA Category:			
7. Safeguard Categorization Not Applicable			
8. Financing			
Modality and Sources		Amount (\$ million)	
ADB		0.00	
None		0.00	
Cofinancing		3.27	
Government of the United Kingdom		3.27	
Counterpart		0.00	
None		0.00	
Total		3.27	
9. Effective Development Cooperation			
Use of country procurement systems		No	
Use of country public financial management systems		No	

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) will support the enabling environment for infrastructure financing in Pakistan through capacity development and research and policy advice on supporting the legal and institutional framework for infrastructure financing and public–private partnerships (PPPs).

2. The TA is included in the country operations business plan, 2018–2020 of the Asian Development Bank (ADB) for Pakistan.¹ TA outputs will also support policy lending reforms for program loans in public financial management.²

II. ISSUES

3. Economic growth in Pakistan has been hampered by the lack of investments in critical and quality public infrastructure. Public investment in infrastructure is well below the estimated annual investment requirement of 7.6% of gross domestic product, which was estimated at \$20.6 billion in 2015.³ This has resulted in inefficiencies across key infrastructure sectors, including delays in the transport of goods and limited access to energy and potable water, which affect not only the welfare of the public but also the country's overall industrial and economic growth.

4. Private sector participation through PPPs would enhance resource mobilization for public infrastructure development and create a sustainable source of financing with positive impacts on growth, jobs, and poverty reduction. Private infrastructure financing bridges the financing gap and assists in alleviating poverty through the additional jobs created by such investments. Majority private sector participation in the financing of public infrastructure projects introduces commercial discipline in allocating and pricing project risks. The success of the PPP modality relies on the presence of sound legal, regulatory, and institutional frameworks and effective capacity building to identify, evaluate, and prepare a robust pipeline of potential PPP transactions.

5. The federal government has initiated several reforms encompassing the PPP legal framework at the federal level, such as the Public Private Partnership Authority Act, 2017, and proposed the creation of a viability gap fund (VGF). It has also attempted to make operational a government institution that will assist in the financing of key infrastructure and PPP projects through the Pakistan Development Fund Limited (PDFL).⁴ The framework is at a nascent stage, however, and there is a growing need for a careful analysis of the gaps in the existing PPP framework to ensure effective institutional, regulatory, and financial mechanisms. Most provinces have a PPP legal and institutional framework in place, and Sindh and Punjab have closed a number of projects under the established framework. However, the federal PPP framework is yet to be implemented. ADB is currently implementing a project in Sindh, and processing another project in Punjab for enhancing PPPs in the provinces, and will use the lessons learnt from these projects in implementing the TA.⁵

6. The government's inefficient public debt management also contributes negatively to the project lending practices of local commercial banks. Different development partners, especially the International Monetary Fund, the World Bank, and the United States Agency for International

¹ ADB. 2017. *Country Operations Business Plan: Pakistan, 2018–2020*. Manila.

² The TA first appeared in the business opportunities section of ADB's website on 4 Dec 2017.

³ ADB. 2017. *Meeting Asia's Infrastructure Needs*. Manila.

⁴ The Ministry of Finance, Revenue, and Economic Affairs (MOF) established the PDFL as a nonbanking financial institution in 2006. The PDFL is currently a shell company and not yet operational.

⁵ PAK 46538-002 (Supporting PPP Investments in Sindh) and PAK 49128-002 (Enhancing PPPs in Punjab)

Development, have previously attempted to bring meaningful reforms to the overall public debt management function, but progress has been limited. The government's strong preference to borrow from the local banking system to address fiscal deficits has resulted in local commercial banks holding about 70% of the banks' assets in medium-term government-issued securities.⁶ This in turn creates inefficiencies as it limits local bank capacity to invest in other assets by way of lending to infrastructure projects. Moreover, debt capital markets are shallow and underdeveloped, with insignificant participation from retail investors in government-issued debt instruments. Fund mobilization from retail investors is therefore important. Additionally, the role and framework of the Central Directorate of National Savings (with a portfolio of more than \$32 billion) may also be explored in the development of capital markets.

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

7. The TA is aligned with the following impact: informed decision making by the government on reforms to increase infrastructure investments in the country, consistent with the Infrastructure Finance Policy Pakistan 2017 and the long-term strategy under the Pakistan 2025: One Nation, One Vision road map.⁷ The road map sets the foundation to fast-track Pakistan's development to become an upper middle-income economy by 2025 and one of the top 10 economies in the world by 2047. It is anchored on seven pillars that include addressing the country's infrastructure deficit and increasing private sector engagement in the provision of key infrastructure and services through PPPs.

8. The TA will have the following outcome: potential reforms to address the gaps in the existing framework that constrain infrastructure financing accepted.⁸

9. The TA will address the core problems of limited private sector investment in infrastructure by looking at the following key causes: (i) inadequate legal, regulatory, and institutional frameworks for PPP investments; (ii) lack of a government financial support mechanism;⁹ (iii) weak government agency to identify, structure, and finance PPP projects;¹⁰ (iv) limited capacity of and coordination among government agencies;¹¹ and (v) underdeveloped and shallow debt capital markets.¹²

B. Outputs, Methods, and Activities

10. **Output 1: Support to develop institutional, legal, and regulatory frameworks for public-private partnerships provided.** Overall, the TA will complete a situation and gap analysis of constraints posed by the existing frameworks for the origination and structuring of PPP transactions. This will include a review of the existing institutional and legal frameworks for the origination, structuring, and financing of PPPs to identify gaps, including in the PPP Authority Act. The TA will also provide recommendations and support (i) implementation of possible reforms in

⁶ S. Raza. 2016. Budget 2016–17: Growth Without Development. *Dawn*. 1 June. <http://www.dawn.com/news/1262027>.

⁷ Government of Pakistan, MOF. 2017. Finance Minister Chaired the Meeting of ECC. News release (PR No. 2008). 31 January; and Government of Pakistan; Ministry of Planning, Development and Reform, Planning Commission. 2015. *Pakistan 2025: One Nation, One Vision*. Islamabad.

⁸ Some of the outputs of the KSTA may be used in the program loan in COBP (2018-20): Support for Infrastructure Financing and PPPs program (Standby 2018 and Firm 2019).

⁹ Support through the development of the VGF and PDF frameworks.

¹⁰ Support through the operationalization of the PDFL.

¹¹ Support through capacity development.

¹² Support through identification of potential reform areas for development of debt capital markets.

existing frameworks, such as proposed amendments; (ii) drafting of rules, regulations, or guidelines associated with the PPP Authority Act; and/or (iii) drafting of prudential regulations for infrastructure finance. Moreover, the TA will support the development of an operational framework for a federal project development facility (PDF) and the VGF, which will include PDF and VGF usage rules and guidelines. The PDF will support the use of transaction advisory services and the VGF will be used for the public financing portion of PPPs. The TA may also provide recommendations and support the implementation of possible reforms in sectors that are well suited for mobilizing private sector investments, including sector regulation and enforcement mechanisms, and the development of a detailed deal pipeline for potential PPP projects.

11. Output 2: Issues for operationalization of the Pakistan Development Fund Limited determined and support to operationalize the Pakistan Development Fund Limited provided. The TA will facilitate making the PDFL operational with the finalization of its business plan, governance structure, product suite, operations, risk, audit, financial management, and human resources manuals. The TA will also support the development of a detailed deal pipeline for potential PPP projects.

12. Output 3: Infrastructure finance and public–private partnership capacity of the Finance Division, the Planning Commission, and key line ministries enhanced. Infrastructure finance and PPP capacity will be enhanced in the Finance Division, the Planning Commission, and key line ministries. The capacity building will also use ADB-supported tools that detail all relevant aspects of creating and implementing efficient and sustainable PPPs, such as the APMG PPP Certification Program Guide.¹³ The TA will support the creation of a PPP advisory committee with cross-ministerial representation from the Finance Division, Planning Commission, key line ministries, and provincial PPP units to help address any lack of coordination among government agencies, and have a forum for regular interface between federal and provincial units on frameworks and policies related to infrastructure development and PPPs.

13. Output 4: Potential reform areas for the development of long-term debt capital markets identified. The TA will provide support for a diagnostic review of and reform recommendations for the institutional and legal framework of capital markets development and public debt management, including the role and framework of the Central Directorate of National Savings and mobilization of retail investors. Building on the work of other multilaterals, this TA will also support a study on the impact of inefficient debt management on infrastructure financing and capital markets development for mobilizing private sector financing. The coverage of these outputs will be at the federal level.

C. Cost and Financing

14. The TA is estimated to cost \$3,629,117, of which \$3,266,205 (equivalent to £2,452,290)¹⁴ will be financed on a grant basis by the Government of the United Kingdom¹⁵ and administered by ADB. The key expenditure items are listed in Appendix 2. The Government of Pakistan will provide counterpart support in the form of counterpart staff, data and information, assistance in

¹³ The APMG PPP Certification Program is an innovation of ADB, the European Bank for Reconstruction and Development, the Inter-American Development Bank, the Islamic Development Bank, the Multilateral Investment Fund, and the World Bank Group. It is partly funded by the Public–Private Infrastructure Advisory Facility and has a shared vision of enhancing PPP performance globally. <https://ppp-certification.com>

¹⁴ Exchange rate as of 28 November 2017. GBP 1 = \$ 1.3319.

¹⁵ Through the Department for International Development. Financing from the Government of the United Kingdom is under a memorandum of understanding dated June 2015 between ADB and the Department for International Development on the Pakistan Economic Corridors Program.

arranging meetings and field visits with government agencies, logistics support, and other in-kind contributions.

D. Implementation Arrangements

15. ADB will delegate administration of the TA to the Ministry of Finance, Revenue, and Economic Affairs (MOF), which will be the executing agency. The MOF will also be the implementation agency for all outputs, along with the Infrastructure Project Development Facility (which is being merged into the PPP Authority) for output 1; the PDFL for output 2; the Ministry of Planning, Development and Reform for output 3; and the Securities and Exchange Commission of Pakistan for output 4.

16. The TA will be implemented over 36 months. The implementation arrangements are summarized in the table.

Implementation Arrangements

Aspects	Arrangements		
Indicative implementation period	January 2018–December 2020		
Executing agency	MOF		
Implementing agencies	Output 1: MOF and IPDF or PPP Authority Output 2: MOF and PDFL Output 3: MOF and Ministry of Planning, Development and Reform Output 4: MOF and SECP		
Consultants	To be selected and engaged by ADB		
	Individual: individual selection	International expertise (20 person-months)	\$501,800
	Individual: individual selection	National expertise (101 person-months)	\$867,405
	Consulting firm (two international and eight national consultants): quality-based selection	Consulting firm (48 person-months)	\$800,000
	Resource persons	To be determined	\$175,000
Procurement	Not applicable		
Disbursement	The TA will be disbursed following ADB's <i>Technical Assistance Disbursement Handbook</i> (2010, as amended from time to time).		

ADB = Asian Development Bank; IPDF = Infrastructure Project Development Facility; MOF = Ministry of Finance, Revenue, and Economic Affairs; QBS = quality-based selection; SECP = Securities and Exchange Commission of Pakistan; PPP = public–private partnership; TA = technical assistance.

Source: Asian Development Bank.

17. **Consulting services.** ADB will provide 169 person-months of individual consulting services through two sets of consultants that will be recruited separately: (i) six international consultants and 14 national consultants as individuals for 121 person-months, and (ii) two international and eight national consultants through a consulting firm for 48 person-months. ADB will engage the consultants following the ADB Procurement Policy (2017, as amended from time to time) and its associated project administration instructions and/or staff instructions.¹⁶

¹⁶ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

18. ADB will engage a consulting firm through quality-based selection for making the PDFL operational because the downstream impact is so large that the quality of the services is of overriding importance for the outcome of the TA. The PDFL is envisaged to be a key infrastructure financing institution owned by the government which will not only play an instrumental role in mobilizing investments to increase private sector engagement and participation but will also help the government address market failures and support PPPs and infrastructure projects in challenging sectors. It is therefore important that the constitutive documents, strategy, systems, and policies are developed in line with international best practices.

19. In addition to the consultants, the TA will engage resource persons to provide relevant international or national perspectives, bring up-to-date knowledge, and participate in and present at the workshops, seminars, or conferences. The resource persons will include an editor to refine the reports and research assistants to help the consultants conduct surveys and other tasks. The number of resource persons and the person-months will be determined during TA implementation.

IV. THE PRESIDENT'S DECISION

20. The President, acting under the authority delegated by the Board, has approved the Asian Development Bank administering technical assistance not exceeding the equivalent of \$3,266,205 (equivalent to £2,452,290)¹⁷ to the Government of Pakistan to be financed on a grant basis by the Government of the United Kingdom for Strengthening the Federal Public–Private Partnership Framework and Enabling Reforms for Infrastructure Financing Support, and hereby reports this action to the Board.

¹⁷ Exchange rate as of 28 November 2017. GBP 1 = \$ 1.3319.

DESIGN AND MONITORING FRAMEWORK

Impact the TA is aligned with Informed decision making by the government on reforms to increase infrastructure investments in the country facilitated (Infrastructure Finance Policy Pakistan 2017 and Pakistan 2025) ^a			
Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
Outcome Potential reforms to address gaps in the existing framework that constrain infrastructure financing accepted	By 2020: Action plan of reforms for infrastructure financing and PPPs agreed with MOF. (2017 baseline: not applicable) ^b	Review reports by TA consultants and government reports and statistics citing TA outputs	Limited government commitment to adopting the suggested actions Changes in the government and other key stakeholders with different interest and commitments
Outputs 1. Support to develop institutional, legal, and regulatory frameworks for PPPs provided 2. Issues for operationalization of the PDFL determined and support to operationalize the PDFL provided	1a. By 2018: Report on the gap analysis of the government's existing (i) legal, institutional, and regulatory frameworks; and (ii) financial support mechanisms submitted to the MOF (2017 baseline: not applicable) 1b. By 2019: Report on sectors that are well suited for mobilizing private sector investments through PPPs submitted to the MOF and the Ministry of Planning (2017 baseline: not applicable) 1c. By 2019: Draft rules or guidelines for federal VGF and PDF submitted to the MOF (2017 baseline: not adopted) 2a. By 2018: PDFL mandate and strategy agreed with government stakeholders (2017 baseline: not adopted) 2b. By 2019: Business and financing plan, including policies, manuals, environmental and social safeguard management system, and standard documentation templates for the PDFL developed (2017 baseline: not developed) 2c. By 2020: At least one target infrastructure project to be delivered as	1a. Consultant's report 1b. Consultant's report 1c. Consultant's report and draft rules and/or guidelines 2a. Back-to-office reports and/or aide-mémoire 2b. Consultant's report 2c. Project due diligence reports	Unexpected changes in government priorities relating to PPP initiatives in Pakistan. Limited government commitment to adopting the suggested actions

Results Chain	Performance Indicators with Targets and Baselines	Data Sources and Reporting Mechanisms	Risks
<p>3. Infrastructure finance and PPP capacity of the Finance Division, the Planning Commission, and key line ministries enhanced</p> <p>4. Potential reform areas for the development of long-term debt capital markets identified</p>	<p>a PPP project prepared (2017 baseline: not applicable)</p> <p>3a. By 2018: At least 12 senior staff members in identified divisions and/or agencies received training (2017 baseline: not applicable)</p> <p>3b. By 2019: Terms of reference for specific positions or nodes created in at least three identified divisions and/or agencies (2017 baseline: not created)</p> <p>3c. By 2020: PPP policy document drafts for reforms prepared in at least three identified divisions and/or agencies (2017 baseline: not prepared)</p> <p>3d. By 2020: PPP advisory committee created with cross-ministerial representation from the Finance Division, Planning Commission, key line ministries, and provincial PPP units (2017 baseline: not created)</p> <p>4a. By 2019: Report on participation in public debt and availability of a secondary market for government bonds and other sovereign instruments, and recommendations for reform with focus on (i) fund mobilization from retail investors through potential <i>sukuk</i>^c issuances, and (ii) role and framework of the Central Directorate of National Savings with respect to debt market development in Pakistan provided (2017 baseline: not applicable)</p> <p>4b. By 2019: Report identifying the impact of public debt policy and management on the mobilization of long-term financing from domestic commercial banks and other financiers (including retail investors), and recommendations for reform provided (2017 baseline: not applicable)</p>	<p>3a. Workshop reports</p> <p>3b. Consultant's report</p> <p>3c. Policy document drafts and/or official government reports</p> <p>3d. Official government notification</p> <p>4a. Consultant's report</p> <p>4b. Consultant's report</p>	<p>Lack of buy-in from government officials on PPP-related initiatives</p> <p>Trained staff not retained in the same departments</p> <p>Lack of continued support from the government in disseminating information</p>
<p>Key Activities with Milestones</p> <p>1. Support to develop institutional, legal, and regulatory frameworks for PPPs provided</p> <p>1.1 Recruit consultants by Q1 2018</p> <p>1.2 Review the government's existing (i) legal, regulatory, and institutional frameworks; and (ii) financial support mechanisms in support of the origination, structuring, and financing of PPPs by Q2 2018</p> <p>1.3 Conduct a market study to determine sector focus and priority for PPPs by Q3 2018</p>			

<p>Key Activities with Milestones</p> <p>1.4 Review (i) legal, regulatory, and institutional frameworks; and (ii) financial support mechanisms for PPPs in the region and other developed markets as applicable and develop a comparison matrix of key provisions of international best practices and structures by Q3 2018</p> <p>1.5 Recommend and assist in the implementation of reforms in the legal, regulatory, and institutional frameworks by Q4 2018</p> <p>1.6 Prepare a report on sectors that are well suited for mobilizing private sector investments in the form of PPPs which (i) identifies gaps in sector regulation and enforcement mechanisms, and (ii) recommends reforms and measures to support private sector investments by Q4 2019</p> <p>1.7 Prepare VGF and PDF rules and/or guidelines by Q4 2019</p> <p>1.8 Support the development of institutional frameworks for VGF and PDF, including funding mechanisms and use, by Q4 2019</p> <p>2. Issues for operationalization of the PDFL determined and support to operationalize the PDFL provided</p> <p>2.1 Recruit consultants by Q1 2018</p> <p>2.2 Ensure the government engages a focal point, preferably with strong commercial banking experience, for the PDFL by Q2 2018</p> <p>2.3 Agree on PDFL mandate and strategy with government stakeholders by Q2 2018</p> <p>2.4 Develop a business and financing plan that includes (i) the project pipeline; (ii) the array of PDFL financing products; (iii) PDFL's interface with different government departments, institutions, and agencies; and (iv) PDFL's proposed relationship with domestic financiers by Q4 2019</p> <p>2.5 Develop (i) policies, manuals, and systems for operations, risk management, audit, financial management, human resources, and management information; and (ii) standard documentation templates by Q3 2020</p> <p>3. Infrastructure finance and public–private partnership capacity of the Finance Division, the Planning Commission, and key line ministries enhanced</p> <p>3.1 Recruit consultants by Q2 2018</p> <p>3.2 Conduct workshop and training for capacity development of senior staff in identified divisions and/or agencies by Q4 2018</p> <p>3.3 Develop terms of reference and requirements for specific positions or nodes to be created in identified divisions and/or agencies by Q4 2019</p> <p>3.4 Develop PPP policy document drafts for reforms in identified divisions and/or agencies by Q4 2020</p> <p>4. Potential reform areas for the development of long-term debt capital markets identified</p> <p>4.1 Recruit consultants by Q3 2018</p> <p>4.2 Prepare a report on participation in public debt and availability of a secondary market for sovereign instruments, and recommendations for reform with a focus on (i) fund mobilization from retail investors through potential <i>sukuk</i> issuances, and (ii) the role and framework of the Central Directorate of National Savings with respect to debt market development in Pakistan by Q4 2019</p> <p>4.3 Prepare a report identifying the impact of public debt policy and management on the mobilization of long-term financing from domestic financiers, and recommendations for reform by Q4 2019</p>
<p>Inputs</p> <p>Government of the United Kingdom: \$3,266,205 (equivalent to £2,452,290)</p> <p>Note: The government will provide counterpart support in the form of counterpart staff, office, interdepartmental coordination, and other in-kind contributions.</p>
<p>Assumptions for Partner Financing</p> <p>Not applicable</p>

MOF = Ministry of Finance, Revenue, and Economic Affairs; PDF = project development facility; PDFL= Pakistan Development Fund Limited; PPP = public–private partnership; Q = quarter; TA = technical assistance; VGF = viability gap fund.

^a Government of Pakistan, MOF. 2017. Finance Minister Chaired the Meeting of ECC. News release (PR No. 2008). 31 January; and Government of Pakistan; Ministry of Planning, Development and Reform, Planning Commission. 2015. *Pakistan 2025: One Nation, One Vision*. Islamabad.

^b Some of the outputs of the KSTA may be used in the program loan in COBP (2018-20): Support for Infrastructure Financing and PPPs program (Standby 2018 and Firm 2019).

^c *sukuk* = Islamic bond.

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN

(\$)

Item	Amount
Government of the United Kingdom^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants (20 person-months)	501,800
ii. National consultants (101 person-months)	867,405
iii. Consulting firm (48 person-months)	800,000
iv. Resource persons	175,000
b. International and local travel	120,000
c. Reports, translation, and communications	50,000
2. Training, workshops, and conferences	250,000
3. Miscellaneous administration and support costs	12,069
4. Contingencies	489,931
Total	3,266,205

Note: The technical assistance (TA) is estimated to cost \$3,629,117, of which contributions from the Government of the United Kingdom are presented in the table above. The Government of Pakistan will provide counterpart support in the form of staff, office, interdepartmental coordination, and other in-kind contributions. The value of government contribution is estimated to account for 10% of the total TA cost.

^a Through the Department for International Development. Administered by the Asian Development Bank.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=51351-001-TARreport>

1. Terms of Reference for Consultants