



Technical Assistance Report

Project Number: 55185-001
Knowledge and Support Technical Assistance (KSTA)
October 2021

Islamic Republic of Pakistan: Supporting State-Owned Enterprise Corporate Governance and Performance

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Asian Development Bank

CURRENCY EQUIVALENTS

(as of 14 September 2021)

Currency unit	–	Pakistan rupee/s (PRe/PRs)
PRe1.00	=	\$0.0059
\$1.00	=	PRs168.2000

ABBREVIATIONS

ADB	–	Asian Development Bank
CMU		central monitoring unit
GDP	–	gross domestic product
IMF	–	International Monetary Fund
SOMP	–	SOE Ownership and Management Policy
SOE	–	state-owned enterprise
TA	–	technical assistance

NOTES

- (i) The fiscal year (FY) of the Government of Pakistan ends on 30 June. “FY” before a calendar year denotes the year in which the fiscal year ends, e.g., FY2020 ends on 30 June 2020.
- (ii) In this report, “\$” refers to United States dollars.

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KNOWLEDGE AND SUPPORT TECHNICAL ASSISTANCE AT A GLANCE

1. Basic Data		Project Number: 55185-001
Project Name	Supporting State-Owned Enterprise Corporate Governance and Performance	Department/Division CWRD/CWPF
Nature of Activity Modality	Capacity Development, Policy Advice Regular	Executing Agency Ministry of Finance
Country	Pakistan	
2. Sector		ADB Financing (\$ million)
✓ Public sector management	Subsector(s) Reforms of state owned enterprises	0.50
		Total <u>0.50</u>
3. Operational Priorities		Climate Change Information
✓ Accelerating progress in gender equality		GHG Reductions (tons per annum) 0.000
✓ Strengthening governance and institutional capacity		Climate Change impact on the Project Low
		ADB Financing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
		Cofinancing
		Adaptation (\$ million) 0.00
		Mitigation (\$ million) 0.00
Sustainable Development Goals		Gender Equity and Mainstreaming
SDG 1.b		Some gender elements (SGE) ✓
SDG 5.5, 5.c		
SDG 16.6		
4. Risk Categorization Low		Poverty Targeting
		General Intervention on Poverty ✓
5. Safeguard Categorization Safeguard Policy Statement does not apply		
6. Financing		
Modality and Sources		Amount (\$ million)
ADB		0.50
Knowledge and Support technical assistance: Technical Assistance Special Fund		0.50
Cofinancing		0.00
None		0.00
Counterpart		0.00
None		0.00
Total		0.50
Currency of ADB Financing: US Dollar		

I. INTRODUCTION

1. The knowledge and support technical assistance (TA) to the Government of Pakistan will improve the corporate governance and performance of its 206 state-owned enterprises (SOEs). The Asian Development Bank (ADB) will provide support to the government in high priority areas that are included in the draft SOE (Governance and Operations) Bill 2021, which is before the National Assembly of Pakistan (Parliament), and in the new SOE Ownership and Management Policy (SOMP) that is being developed. The TA contains actions and initiatives in support of the following reforms: (i) strategic policy framework for SOEs improved, (ii) legal and regulatory framework for SOE reform improved, (iii) SOE corporate governance improved, and (iv) institutional capacity for SOE reform implementation and ownership monitoring improved.¹

2. The TA is aligned with the operational priorities of ADB's Strategy 2030,² particularly on accelerating progress in gender equity and on strengthening governance and institutional capacity; the Sustainable Development Goals; ADB's country operations business plan for Pakistan, 2020–2022,³ and ADB's country partnership strategy for Pakistan, 2021–2025.⁴

II. ISSUES

3. **International Monetary Fund Extended Fund Facility.** The International Monetary Fund (IMF) Extended Fund Facility was approved in July 2019 to restore economic stability and secure external financial support (worth \$6.0 billion over 39 months) following a year of misaligned economic policies, which had fueled consumption and short-term growth but had weakened macroeconomic buffers, increased external and public debt, and depleted international reserves. As a result, the government raised import duties and charges to compress imports. To improve the overall fiscal situation, it introduced new taxes and higher tax rates and eliminated most tax concessions to raise revenue and lower the primary fiscal deficit. Power and gas prices were adjusted upward to reduce quasi-fiscal losses and subsidies.⁵ SOE reform was also identified as key to address structural impediments to macro-fiscal stability. SOEs have a substantial presence in delivering public services and implementing public policies and, thus, play a crucial role in economic development. Although SOEs are the dominant potential providers in many sectors, such as transport, utilities, energy, finance, and health, many of them are financially and operationally unsustainable and must rely heavily on the government's continuous financial support to sustain their operations. In the 5 years from FY2013 to FY2017, for example, the loans and subsidies paid to SOEs from the federal budget totaled \$12.8 billion.

4. **Status of Pakistan's state-owned enterprises.** Pakistan has 206 SOEs that are incorporated under various legal structures. Most of them (186) are established under the Companies Act 2017. Of these, 139 are deemed commercial entities while 47 are registered as Section 42 companies (deemed noncommercial enterprises). The remaining SOEs comprise statutory authorities and development finance institutions. SOEs operate in most economic sectors including transport, ports, power, highways, manufacturing and heavy industries, the postal service, and finance. They are often either the dominant or monopoly service providers in their sector. The overall revenues of all the SOEs in FY2019 were about \$24.7 billion while the

¹ The TA first appeared in the business opportunities section of ADB's website on 18 August 2021.

² ADB. 2018. [Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific](#). Manila.

³ ADB. 2019. [Country Operations Business Plan: Pakistan, 2020–2022](#). Manila.

⁴ ADB. 2020. [Country Partnership Strategy: Pakistan, 2021–2025—Lifting Growth, Building Resilience, Increasing Competitiveness](#). Manila.

⁵ IMF. 2020. *Technical Assistance Report: Governance of State-Owned Enterprises*. Washington, DC.

book value of their assets was \$117.1 billion. Revenues in FY2019 were about 10% of nominal gross domestic product (GDP). In 2020, SOEs also provided employment to more than 450,000 people (about 0.8% of the total workforce) (footnote 5).

5. **Poor financial performance.** Despite its size and economic significance, the financial and operational performance of the SOE portfolio has been weak.⁶ More than 98% of the government's assets and almost 100% of the losses in the SOEs portfolio are related to commercial SOEs. In FY2019, the most recent data available, the portfolio comprised \$119.0 billion in total assets and \$31.5 billion in total equity but generated a return on assets of -1.37% and a return on equity of -5.16% . The only sectors in which SOEs achieved positive results were finance, generating a return on assets of 0.70% , and promotion and advocacy, generating 0.68% (footnote 6). The three sectors with the largest negative returns on assets were industry and engineering (-6.63%), transport (-4.17%), and services (-3.04%). The losses in the four largest SOEs (Pakistan International Airlines, Pakistan Steel Mills, Pakistan Railways, and the National Highway Authority) totaled more than 3.0% of GDP. The government has continued to provide loss-making SOEs with ongoing financial support, which has also exacerbated the negative impact of the coronavirus disease pandemic on the fiscal position.⁷ Loans and subsidies paid to SOEs and funded from the federal government budget totaled \$3.51 billion in FY2017 (about 1.8% of GDP).

6. **Drivers of poor state-owned enterprise performance.** An ADB-sponsored diagnostic review of Pakistan's SOE portfolio, undertaken in 2020, identified the following key drivers of poor SOE performance:⁸

- (i) There is no consistent and overarching law that applies to all SOEs so that they operate under a common legal framework.
- (ii) An overarching SOE ownership and reform policy is lacking and many reform decisions lack robust policy analysis.
- (iii) Many SOEs operate under a confused mandate where they are responsible for commercial and noncommercial activities and have regulatory and operational responsibilities.
- (iv) Governance practices are poor. Public servants dominate many boards, directors are not empowered to function effectively because of high levels of inappropriate political influence, and directors often lack the professional skills required to properly undertake their roles.
- (v) There is no formal community service obligation framework to reinforce a clear and unambiguous commercial mandate.
- (vi) SOE ownership monitoring is decentralized among 20 ministries and agencies. Where line or sector ministries are responsible for the ownership monitoring of SOEs operating within their sector, this creates an irreconcilable conflict of interest. It also makes it difficult to develop a center of excellence in SOE monitoring and ensure a consistent approach to SOE oversight and consistent reform policies and practices.
- (vii) Numerous forums and public sector accountability organizations intervene in the affairs of SOEs. These multiple layers of accountability distort and undermine the performance and accountability systems.

⁶ SOE portfolio is defined as all companies and other corporate bodies that are owned and controlled by the Federal Government as per the definition in the SOE Bill. ROA is defined as net profit or loss divided by average total assets.

⁷ IMF. 2021. *Pakistan: Second, Third, Fourth, and Fifth Reviews Under the Extended Arrangement Under the Extended Fund Facility and Request for Rephasing of Access-Press Release; Staff Report; Staff Supplement, and Statement by the Executive Director for Pakistan*. Washington, DC.

⁸ ADB. Diagnostic Report on Pakistan's State-Owned Enterprises: Summary of Current Status of Pakistan SOE Environment and Recommendations for Reform. Unpublished.

- (viii) There is a lack of transparency and accountability. Requirements relating to the preparation of strategic business plan are weak, and many SOEs do not publish their annual reports on their websites as required by the Public Sector Company Corporate Governance Rules 2017.

7. **ADB support for state-owned enterprise reform.** In February 2021, following the preparation of a 2020 ADB-funded diagnostic study on the status of SOEs in Pakistan and ADB support for the development of the final SOE structural benchmark under the Extended Fund Facility,⁹ (i.e., the development of a new SOE law), the government requested follow-on ADB TA support to build on these early achievements and help it progressively implement its reform priorities. These included (i) adopting and implementing the new SOE law that is before Parliament (para. 1), (ii) developing and adopting an SOE ownership and reform policy that would guide future reform activities, (iii) ensuring that SOE boards operate under a clear commercial mandate, and (iv) establishing a central SOE ownership monitoring entity to enable effective ownership monitoring including ensuring the SOE board is held accountable for performance. The policy and institutional reforms supported by the proposed TA would also be closely coordinated with the preparation of subprogram 2 for an ongoing ADB policy-based loan in the energy sector.¹⁰ Supporting these efforts would also be consistent with the following lessons from the 2016 Public Sector Enterprises Reform Program (ADB's last dedicated policy financing engagement in support of SOE reform in Pakistan) and the 2020 Third Capital Markets Development Program:¹¹ (i) SOE reform programs are more likely to achieve sustainable results if they are guided by a clear statement of the vision and objectives of the reform efforts, (ii) it is important to provide sufficient TA resources, (iii) is part of a long-term engagement, (iv) effective policy analysis needs to take place prior to design and consultations before assumptions are made, and (v) the basis for performance measurement and targets are based on an assessment of current performance and what can be realistically achieved by the end of the TA.¹²

III. THE TECHNICAL ASSISTANCE

A. Impact and Outcome

8. The TA is aligned with the following impact: macroeconomic management strengthened, and more sustained and inclusive growth supported.¹³ The TA will have the following outcome: SOE corporate governance, commercial performance, and public service delivery improved; and reliance on the national budget decreased.¹⁴ Therefore, an outcome performance indicator for this TA is a target return on assets of 1.0% for all commercial SOEs (which would result in a \$1.2 billion improvement in portfolio profitability) by FY2024. The final scope and design of the TA incorporates lessons from past SOE reform support to Pakistan and other countries in the region (footnote 10). There has also been close coordination with a proposed regional knowledge and support TA to support the development of transaction partnerships and business opportunities for

⁹ ADB. 2018. *Technical Assistance to the Islamic Republic of Pakistan for Economic Management Support*. Manila.

¹⁰ ADB. 2019. *Report and Recommendation of the President to the Board of Directors: Proposed Programmatic Approach and Policy-Based Loan for Subprogram 1 to the Islamic Republic of Pakistan for the Energy Sector Reform and Financial Sustainability Program*. Manila.

¹¹ ADB. 2020. *Report and Recommendation of the President to the Board of Directors: Proposed Programmatic Approach and Policy-Based Loans for Subprogram 1 and Technical Assistance Grant to the Islamic Republic of Pakistan for the Third Capital Market Development Program*. Manila.

¹² Independent Evaluation Department. 2019. *Completion Report: Pakistan Public Sector Enterprises Reform Program*. Manila: ADB.

¹³ Government of Pakistan, Ministry of Planning, Development and Reform. 2014. *Pakistan 2025: One Nation—One Vision*. Islamabad.

¹⁴ The design and monitoring framework is in Appendix 1.

ADB to work with SOEs, including state-owned banks in ADB priority sectors, in Central and West Asia.¹⁵ In addition, the TA builds on ADB good practice and lessons learned.¹⁶

B. Outputs, Methods, and Activities

9. **Output 1: Strategic policy framework for state-owned enterprises improved.** The development and implementation of the SOMP is key to the success and sustainability of SOE reform as it will guide reform activities for the next 2–3 years. The SOMP will support and focus on the existing SOE reform momentum pending enactment of the draft SOE (Governance and Operations) Bill 2021. Output 1 will support the (i) development of a community service obligation framework, (ii) development of a skills-based SOE director selection and appointment process and a system for director performance reviews; (iii) development of an SOE director training program, (iv) development of an SOE reform actions pipeline; and (v) establishment of SOE ownership monitoring within the relevant line ministries and coordination with a central monitoring unit (CMU). This work will be closely coordinated with the World Bank’s SOE triage reform (footnote 11).

10. **Output 2: Legal and regulatory framework for state-owned enterprise reform improved.** The government, with dedicated support from ADB and the IMF, has made significant progress on the draft SOE (Governance and Operations) Bill 2021. Although the bill is before Parliament, further changes may be required, and it may not be enacted for a further 12 months. It is expected that further drafting, mainly of needed adjustments, will be required in 2021 as consultation and debate on the bill proceed. Under this output, the TA will also support any consequential amendments to the bill, as well as the drafting of rules and ancillary documents once the law is enacted.

11. **Output 3: State-owned enterprises corporate governance improved.** The SOMP will include measures to improve corporate governance. Under this output, the TA will support the implementation of the following policies for each SOE: (i) skills-based director selection and appointment process, (ii) performance reviews and director training, and (iii) strategic business plans that are prepared in accordance with the requirements set out in the SOE Bill and include integrated strategic approaches to address climate change risks and opportunities starting with an assessment of climate change vulnerabilities on service delivery.

12. **Output 4: Institutional capacity for state-owned enterprises reform implementation and performance monitoring improved.** The TA will focus on two main activities under this output: (i) help build monitoring, evaluation, and reporting capacity within the SOEs; and (ii) assist the Ministry of Finance in establishing and operationalizing the CMU. SOE capacity building will target SOE boards and management to improve their knowledge and understanding of their duties and responsibilities as contained in the draft SOE (Governance and Operations) Bill 2021 and the SOMP. In addition, the TA will develop the CMU’s monitoring procedures and practices, including developing data-capturing and analytical systems and building the capacity of CMU staff as they are recruited. There is scope to integrate gender empowerment features in the TA, so additional activities could include (i) incorporating gender perspectives in the human resources policies of SOEs; (ii) assessing the development opportunities for women in technical, supervisory, and management positions; (iii) and engaging women from the communities in which SOEs operate

¹⁵ The working title for the regional knowledge and support TA is State-Owned Enterprises Commercialization and Sustainability Enhancement Program in the Central and West Asia Region.

¹⁶ Independent Evaluation Department. 2018. *Evaluation Report: State-Owned Enterprise Engagement and Reform*. Manila: ADB. The report’s recommendation includes the need for future ADB support to approach SOE reform issues more comprehensively and strengthen the provision of well-articulated strategic direction to governments.

to monitor and rate service quality (efficiency and effectiveness) as the basis for quarterly “community report cards” or performance reports. The TA will also undertake gender-targeted SOE director training programs.

C. Cost and Financing

13. The TA is estimated to cost \$500,000, which will be financed on a grant basis by ADB’s Technical Assistance Special Fund (TASF-other sources). The key expenditure items are listed in Appendix 2.

14. The government will provide counterpart support in the form of counterpart staff, office accommodation and supplies, secretarial assistance, domestic transportation, and other in-kind contributions.

D. Implementation Arrangements

15. ADB will administer the TA. The Public Management, Financial Sector and Trade Division of ADB’s Central and West Asia Department and ADB’s Pakistan Resident Mission will select, supervise, and evaluate consultants; organize consultations; and provide staff to act as resource persons in workshops, as required.

16. Implementation arrangements are summarized in the table.

Implementation Arrangements			
Aspects	Arrangements		
Indicative implementation period	October 2021–November 2023		
Executing agency	Ministry of Finance		
Implementing agency	Public Management, Financial Sector and Trade Division of ADB’s Central and West Asia Department		
Consultants	To be selected and engaged by ADB		
	Individual: individual selection	International expertise (6 person-months)	\$138,840
	Individual: individual selection	National expertise (24 person-months)	\$225,200
Disbursement	Disbursement of TA resources will follow ADB’s <i>Technical Assistance Disbursement Handbook</i> (2020, as amended from time to time).		

ADB = Asian Development Bank, TA = technical assistance.

Source: Asian Development Bank.

17. **Consulting services.** The TA will require 6 person-months of international consulting services and 24 person-months of national consulting services on an intermittent basis. 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.¹⁷

IV. THE PRESIDENT’S DECISION

18. The President, acting under the authority delegated by the Board, has approved the provision of technical assistance not exceeding the equivalent of \$500,000 on a grant basis to the Islamic Republic of Pakistan for Supporting State-Owned Enterprise Corporate Governance and Performance, and hereby reports this action to the Board.

¹⁷ Terms of Reference for Consultants (accessible from the list of linked documents in Appendix 3).

DESIGN AND MONITORING FRAMEWORK

Impact the TA is Aligned with: Macroeconomic management strengthened and more sustained and inclusive growth supported (Pakistan's Vision 2025) ^a			
Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
Outcome SOE corporate governance, commercial performance, and public service delivery improved; and reliance on the national budget decreased	By FY2024: a. SOE portfolio achieves a ROA of 1.0% for all commercial SOEs (FY2018 baseline: -3.7% ROA) (OP 6.1)	MOF annual reports and annual IMF Article IV staff reports	R: Prolonged COVID-19 pandemic or surge of its variants disrupts overall reform implementation.
Outputs 1. Strategic policy framework for SOEs improved 2. Legal and regulatory framework for SOE reform improved 3. SOE corporate governance improved	By November 2023: 1a. SOMP approved by Cabinet (2020 baseline: NA) (OP 6.1.1) 1b. Assessment report of all forms of government financial and operational support for SOEs, including CSOs, completed (2020 baseline: NA) (OP 6.1.1) 1c. SOE reform pipeline approved by Cabinet (2020 baseline: 2019 SOE Triage) (OP 6.1.1) 2a. Draft SOE (Governance and Operations) Bill 2021, including consequential changes, completed and enacted by Parliament (2020 baseline: NA) (OP 6.1.2) 3a. SOE skills-based director selection and appointment process approved by SOE boards and SOE ownership monitoring ministries (2020 baseline: NA) (OP 6.1.2) 3b. SOE director performance review system approved by SOE boards and SOE ownership monitoring	1a. Minutes of Cabinet approval 1b. MOF notification, copy of assessment report 1c. Minutes of Cabinet approval 2a. Copy of Parliamentary Gazette 3a–c. Minutes of Cabinet approval	R: A lack of consensus on reform direction leads to policy inaction. R: Sector or line ministries refuse to centralize ownership monitoring under the CMU. R: High staff turnover slows reform implementation.

Results Chain	Performance Indicators	Data Sources and Reporting Mechanisms	Risks and Critical Assumptions
<p>4. Institutional capacity for SOE reform implementation and performance monitoring improved</p>	<p>ministries (2020 baseline: NA) (OP 6.1.1)</p> <p>3c. At least 50% of strategic business plans prepared by SOEs and approved by SOE boards include integrated strategic approaches to address climate change risks and opportunities (2020 baseline: NA) (OP 6.1.1)</p> <p>4a. At least two SOE director training programs that include at least nine modules covering governance, reporting and accountability, understanding financials, CSOs, investment analysis, business plans, and statements of corporate intent and director duties completed (2020 baseline: NA) (OP 6.1.2)</p> <p>4b. CMU implementation plan approved by Minister for Finance (2020 baseline: NA) (OP 6.1.1)</p> <p>4c. At least 50% of SOEs with human resources policies incorporating gender perspectives (2020 baseline: NA) (OP 6.1.2)</p>	<p>3c. SOE business plans</p> <p>4a. TA training records</p> <p>4b. MOF notification</p> <p>4c. SOE annual plans and human resources policies</p>	

Key Activities with Milestones

1. Strategic policy framework for SOEs improved.

- 1.1 Complete SOMP and submit for Cabinet approval (Q1 2022).
- 1.2 Complete assessment report of all forms of government financial and operational support for SOEs, including CSOs (Q2 2022).
- 1.3 Complete development of SOE reform pipeline and submit for Cabinet approval (Q3 2022).

2. Legal and regulatory framework for SOE reform improved.

- 2.1 Complete draft SOE bill including consequential changes (Q4 2021).
- 2.2 Draft rules and ancillary documents once the SOE (Governance and Operations) Bill 2021 is enacted (ongoing throughout TA implementation).

3. SOE corporate governance improved.

- 3.1 Submit SOE skills-based director selection and appointment process for approval of SOE boards and SOE ownership monitoring ministries (Q2 2022).
- 3.2 Complete SOE director performance review system and submit for approval of SOE boards and SOE ownership monitoring ministries (Q2 2022).
- 3.3 Complete preparation of strategic business plans and submit for approval of SOE boards and SOE ownership monitoring ministries (Q2 2022).
- 3.4 Complete comprehensive CSO framework that supports the SOE commercial mandate and submit for approval of SOE boards and SOE ownership monitoring ministries (Q2 2022).

4. Institutional capacity for SOE reform implementation and performance monitoring improved.

- 4.1 Complete SOE director training programs that include at least nine modules covering governance, reporting and accountability, understanding financials, civil society organizations, investment analysis, business plans and statements of corporate intent and director duties (ongoing throughout TA implementation; complete first training program by Q2 2022).
- 4.2 Complete CMU implementation plan and submit for Minister for Finance approval (Q1 2022).
- 4.3 Commence implementation of CMU implementation plan (ongoing throughout TA implementation).
- 4.4 At least 50% of SOEs complete human resources policies incorporating gender perspectives (ongoing throughout TA implementation; first training program completed by Q3 2022).

TA Management Activities

Recruit and mobilize TA consultants within Q4 2021.

Prepare prioritized and sequenced TA implementation plan by the end of Q3 2021.

Continue regular reporting and supervision until the end of Q4 2023.

Manage contracts from Q3 2021 to the end of Q4 2023.

Ensure preparation of timely progress and financial reports until the end of Q4 2023.

Inputs

ADB: \$500,000 (TASF-other sources)

Note: The government will provide counterpart support in the form of counterpart staff, office accommodation, secretarial assistance, domestic transportation, and other in-kind contributions.

ADB = Asian Development Bank, CMU = central monitoring unit, COVID-19 = coronavirus disease, CSO = civil society organization, FY = financial year, IMF = International Monetary Fund, MOF = Ministry of Finance, NA = not applicable, OP = operational priority, Q = quarter, R = risk, ROA = return on assets, SOE = state-owned enterprise, SOMP = SOE Operations and Management Policy, TA = technical assistance.

^a Government of Pakistan, Ministry of Planning, Development and Reform. 2014. *Pakistan 2025: One Nation—One Vision*. Islamabad.

^b Net profit or loss over average total assets

Contribution to Strategy 2030 Operational Priorities:

The expected values and methodological details for all OP indicators to which this TA will contribute results are detailed in Contribution to Strategy 2030 Operational Priorities (accessible from the list of linked documents in Appendix 3).

Source: Asian Development Bank.

COST ESTIMATES AND FINANCING PLAN
(\$)

Item	Amount
Asian Development Bank^a	
1. Consultants	
a. Remuneration and per diem	
i. International consultants	138,840
ii. National consultants	255,200
b. Out-of-pocket expenditures ^b	
i. International and local travel	10,400
ii. Training, seminars, and conferences ^c	65,000
iii. Reports and communications	3,000
2. Miscellaneous administration costs ^d	2,560
3. Contingencies	25,000
Total	500,000

Note: The technical assistance (TA) is estimated to cost \$500,000, of which contributions from the Asian Development Bank are presented in the table. The Ministry of Finance will provide counterpart support in the form of counterpart staff, office accommodation and supplies, secretarial assistance, domestic transportation, and other in-kind contributions. The value of government contribution is estimated to account for 9.0% of the total TA cost.

^a Financed by the Asian Development Bank's Technical Assistance Special Fund (TASF-other sources).

^b Where possible, out-of-pocket expenditures will be fixed for administrative efficiency.

^c These will include costs related venue and equipment rental, training materials and supplies, per diem for participants, translation, interpretation, and other related/incidental costs that may be incurred to successfully conduct the training workshops. Where possible, out-of-pocket expenditures will be fixed for administrative efficiency.

^d These will include translation, interpretation, and other incidental expenses.

Source: Asian Development Bank estimates.

LIST OF LINKED DOCUMENTS

<http://www.adb.org/Documents/LinkedDocs/?id=55185-001-TARreport>

1. Terms of Reference for Consultants
2. Contribution to Strategy 2030 Operational Priorities