
LOAN NUMBER 2548-PAK(SF)

LOAN AGREEMENT
(Special Operations)

(Punjab Government Efficiency Improvement Program – Subprogram 2)

between

ISLAMIC REPUBLIC OF PAKISTAN

and

ASIAN DEVELOPMENT BANK

DATED 17 SEPTEMBER 2009

LPS:PAK 41666

LOAN AGREEMENT (Special Operations)

LOAN AGREEMENT dated 17 September 2009 between the ISLAMIC REPUBLIC OF PAKISTAN ("Borrower") and ASIAN DEVELOPMENT BANK ("ADB").

WHEREAS

(A) ADB has received from the Borrower and the Province of the Punjab ("Punjab") a development policy letter dated 21 August 2009 ("Policy Letter"), setting forth certain objectives, policies and actions, as described in Schedule 1 to this Loan Agreement, designed to improve the efficiency of the Government of Punjab ("Program");

(B) the Program comprises the second subprogram of a program cluster, as described in Schedule 1 to this Loan Agreement ("Program Cluster"), and the Borrower has applied to ADB for: (i) a loan from its ordinary capital resources; and (ii) a loan from its Special Funds resources, for the purposes of the Program;

(C) by a loan agreement of even date herewith between the Borrower and ADB ("Ordinary Operations Loan Agreement"), ADB has agreed to make to the Borrower a loan from ADB's ordinary capital resources in the amount of seventy-five million dollars (\$75,000,000) for the purposes of the Program;

(D) the Program will be carried out by Punjab and for this purpose, the Borrower will make available to Punjab the Rupee proceeds generated from the loans provided for herein and under the Ordinary Operations Loan Agreement upon terms and conditions mutually agreed between the Borrower and Punjab and satisfactory to ADB; and

(E) ADB has, on the basis inter alia of the foregoing, agreed to make a loan to the Borrower from ADB's Special Funds resources upon the terms and conditions hereinafter set forth;

NOW THEREFORE the parties agree as follows:

ARTICLE I

Loan Regulations; Definitions

Section 1.01. All the provisions of the Special Operations Loan Regulations of ADB, dated 1 January 2006 ("Loan Regulations"), are hereby made applicable to this Loan Agreement with the same force and effect as if they were fully set forth herein, subject, however, to the following modifications:

(a) Section 2.01(24) is deleted and the following is substituted therefor:

24. The term "Program" means the program for which ADB has agreed to make the Loan, as described in the Loan

Agreement and as the description thereof may be amended from time to time by agreement between ADB and the Borrower.

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

(c) Section 2.01(26) is deleted and the following is substituted therefor:

26. The term "Program Executing Agency" means the entity or entities responsible for the carrying out of the Program as specified in the Loan Agreement.

(d) The term "Project Executing Agency" wherever it appears in the Loan Regulations shall be substituted by the term "Program Executing Agency".

(e) Section 6.05 (c) is deleted and the following is substituted therefor:

(c) Promptly after the closing date for withdrawals from the Loan Account, but in any event not later than 3 months thereafter or such later date as may be agreed for this purpose between the Borrower and ADB, the Borrower shall prepare and furnish to ADB a report, in such form and in such detail as ADB shall reasonably request, on the execution of the Program, including its cost, the performance by the Borrower of its obligations under this Loan Agreement and the accomplishment of the purposes of the Loan.

Section 1.02. The terms defined in the Loan Regulations are incorporated into this Loan Agreement, unless the context requires otherwise. In addition, the following terms have the following meanings:

(a) "Counterpart Funds" means the Rupee proceeds accruing to the Borrower and generated from the proceeds of the Loan;

(b) "Eligible Items" means the goods imported under the Program (except those specifically excluded pursuant to the Attachment to Schedule 3 to this Loan Agreement), the foreign exchange costs of which are eligible for financing out of the proceeds of the Loan;

(c) "Financial Year" means the period from 1 July of the current year to 30 June of the following year;

(d) "GPIF" means the General Provident Investment Fund to be established under the General Provident Investment Fund Act 2009;

(e) "GRAP" means the gender reform action plan adopted by the Government of Punjab on 20 May 2004;

(f) "MTBF" means the Medium Term Budget Framework of Punjab;

(g) "Policy Matrix" means the policy matrix referred to in the Policy Letter and agreed between the Borrower and ADB, and which sets out inter alia the policy actions for the Program as set forth in Schedule 6 to this Loan Agreement;

(h) "PPF" means the Punjab Pension Fund established under the Punjab Pension Act 2007;

(i) "PPP" means public-private partnership; and

(j) "Rupees" or the sign "PRs." means Pakistan rupees, the currency of the Borrower.

ARTICLE II

The Loan

Section 2.01. ADB agrees to lend to the Borrower from ADB's Special Funds resources an amount in various currencies equivalent to forty-eight million two hundred and ninety-eight thousand Special Drawing Rights (SDR 48,298,000).

Section 2.02. (a) The Borrower shall pay to ADB an interest charge at the rate of 1% per annum during the grace period, and 1.5% per annum thereafter, on the amount of the Loan withdrawn from the Loan Account and outstanding from time to time.

(b) The term "grace period" as used in paragraph (a) of this Section means the period prior to payment of the first principal amount of the Loan on the payment date in accordance with the amortization schedule set forth in Schedule 2 to this Loan Agreement.

Section 2.03. The interest charge and any other charge on the Loan shall be payable semiannually on 15 April and 15 October in each year.

Section 2.04. The Borrower shall repay the principal amount of the Loan withdrawn from the Loan Account in accordance with the amortization schedule set forth in Schedule 2 to this Loan Agreement.

Section 2.05. The currency of repayment of the principal of the Loan and the currency of payment of the interest charge for the purposes of Sections 4.03(a) and 4.04 of the Loan Regulations shall be the Dollar.

ARTICLE III

Use of Proceeds of the Loan

Section 3.01. (a) The Borrower shall make the Counterpart Funds available to Punjab upon terms and conditions mutually agreed between the Borrower and Punjab and satisfactory to ADB.

(b) The Borrower shall cause Punjab to apply the Counterpart Funds to the financing of expenditures for the Program in accordance with the provisions of this Loan Agreement.

Section 3.02. The proceeds of the Loan may be withdrawn from the Loan Account only for the purposes of financing foreign currency expenditures incurred for Eligible Items under the Program in accordance with the provisions of Schedule 3 to this Loan Agreement, as such Schedule may be amended from time to time by agreement between the Borrower and ADB.

Section 3.03. Except as ADB may otherwise agree, all Eligible Items to be financed out of the proceeds of the Loan shall be procured in accordance with the provisions of Schedule 4 to this Loan Agreement.

Section 3.04. Withdrawals from the Loan Account shall be made only on account of expenditures relating to Eligible Items which:

(a) are produced in, and are supplied from, such member countries of ADB as shall have been specified by ADB from time to time as eligible sources for procurement, and

(b) meet such other eligibility requirements as shall have been specified by ADB from time to time.

Section 3.05. Except as ADB may otherwise agree, no withdrawals shall be made from the Loan Account in respect of expenditures for Eligible Items incurred more than 180 days prior to the Effective Date.

Section 3.06. The Loan Closing Date for the purposes of Section 8.02 of the Loan Regulations shall be 31 March 2010 or such other date as may from time to time be agreed between the Borrower and ADB.

ARTICLE IV

Particular Covenants

Section 4.01. In the carrying out of the Program, the Borrower shall, and shall cause Punjab to, perform all obligations set forth in Schedule 5 to this Loan Agreement.

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

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

Section 4.03. (a) As part of the reports and information referred to in Section 6.05 of the Loan Regulations, the Borrower shall furnish, or cause to be furnished, to ADB all such reports and information as ADB shall reasonably request concerning the implementation of the Program, including the accomplishment of the targets and carrying out of the actions set out in the Policy Letter.

(b) Without limiting the generality of the foregoing or Section 6.05 of the Loan Regulations, the Borrower shall furnish, or cause to be furnished, to ADB semiannual reports on the carrying out of the Program and on the accomplishment of the targets and carrying out of the actions set out in the Policy Letter.

ARTICLE V

Effectiveness

Section 5.01. The following are specified as additional conditions to the effectiveness of this Loan Agreement for the purposes of Section 9.01(f) of the Loan Regulations:

(a) the Ordinary Operations Loan Agreement shall have been duly executed and delivered on behalf of the Borrower and all conditions precedent to its effectiveness (other than a condition requiring the effectiveness of this Loan Agreement) shall have been fulfilled; and

(b) the policy actions for the Program as specified in Schedule 6 to this Loan Agreement shall have been carried out to the satisfaction of ADB.

Section 5.02. The following is specified as an additional matter, for the purposes of Section 9.02(d) of the Loan Regulations, to be included in the opinion or opinions to be furnished to ADB: the Ordinary Operations Loan Agreement has been duly executed and delivered on behalf of the Borrower and is legally binding upon the Borrower in accordance with its terms.

Section 5.03. A date 30 days after the date of this Loan Agreement is specified for the effectiveness of the Loan Agreement for the purposes of Section 9.04 of the Loan Regulations.

ARTICLE VI

Miscellaneous

Section 6.01. The Secretary, Economic Affairs Division, Ministry of Economic Affairs and Statistics of the Borrower, is designated as representative of the Borrower for the purposes of Section 11.02 of the Loan Regulations.

Section 6.02. The following addresses are specified for the purposes of Section 11.01 of the Loan Regulations:

For the Borrower

The Secretary
Economic Affairs Division
Ministry of Economic Affairs and Statistics
Islamabad, Pakistan

Facsimile Numbers:

(9152) 920-5971
(9152) 921-0734.

For ADB

Asian Development Bank
P.O. Box 789
0980 Manila, Philippines

Facsimile Numbers:

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

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

ISLAMIC REPUBLIC OF PAKISTAN

By 

FARRAKH QAYYUM

The Secretary
Economic Affairs Division
Ministry of Economic Affairs and
Statistics

ASIAN DEVELOPMENT BANK

By 

RUNE STROEM

Country Director
Pakistan Resident Mission

SCHEDULE 1**Description of the Program**

1. The principal objective of the Program Cluster is to improve the efficiency of the Government of Punjab. It does so through supporting a range of policy, legal, regulatory and institutional reforms. The Program Cluster comprises 3 subprograms and the Program is the second subprogram.
2. The principal objectives of the Program are to:
 - (a) improve public financial management ("Core Policy Area 1");
 - (b) improve contingent liability management ("Core Policy Area 2");
 - (c) improve civil service management ("Core Policy Area 3);
 - (d) enable private sector participation ("Core Policy Area 4); and
 - (e) support achievement of development results ("Core Policy Area 5).
3. The Program is described in more detail in the Policy Letter. It is expected to be implemented by 30 September 2009.
4. In support of the Program:
 - (a) the proceeds of the Loan shall be used to finance the foreign exchange costs of Eligible Items; and
 - (b) the Counterpart Funds shall be used to finance the local currency costs relating to the implementation of certain programs and other activities consistent with the objectives of the Program. The Borrower shall, and shall cause Punjab to, ensure that the Counterpart Funds shall be used, first, to support the adjustment cost for policies adopted and actions taken under the Program, and second, to finance the expenditures for the general development purposes of Punjab.
5. The proceeds of the Loan are expected to be utilized by 31 March 2010.

SCHEDULE 2

Amortization Schedule

(Punjab Government Efficiency Improvement Program – Subprogram 2)

<u>Date</u>	<u>Payment of Principal</u> (expressed in SDR*)
15 October 2017	1,509,313
15 April 2018	1,509,313
15 October 2018	1,509,313
15 April 2019	1,509,313
15 October 2019	1,509,313
15 April 2020	1,509,313
15 October 2020	1,509,313
15 April 2021	1,509,313
15 October 2021	1,509,313
15 April 2022	1,509,313
15 October 2022	1,509,313
15 April 2023	1,509,313
15 October 2023	1,509,313
15 April 2024	1,509,313
15 October 2024	1,509,313
15 April 2025	1,509,313
15 October 2025	1,509,313
15 April 2026	1,509,313
15 October 2026	1,509,313
15 April 2027	1,509,313
15 October 2027	1,509,313
15 April 2028	1,509,313
15 October 2028	1,509,313
15 April 2029	1,509,313
15 October 2029	1,509,313
15 April 2030	1,509,313
15 October 2030	1,509,313
15 April 2031	1,509,313
15 October 2031	1,509,313
15 April 2032	1,509,313
15 October 2032	1,509,313
15 April 2033	<u>1,509,297</u>
TOTAL	<u>48,298,000</u>

*The figures in this column represent SDR equivalents determined as of the respective dates of withdrawal. The arrangements for payment of each maturity are subject to the provisions of Sections 3.04 and 4.03 of the Loan Regulations.

SCHEDULE 3**Withdrawal of Loan Proceeds**

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

2. (a) Withdrawals from the Loan Account shall be made for the financing of the cost of Eligible Items.

(b) No withdrawal from the Loan Account shall be made in respect of any expenditures which have been financed by credits from official international or bilateral aid agencies or any other loans made by ADB.

3. (a) An application for withdrawal from the Loan Account shall be submitted to ADB by the Borrower and shall be in a form satisfactory to ADB.

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

(c) For the purposes of this paragraph, the term "Eligible Imports" means the total imports of the Borrower during the relevant period minus the following imports during the same period:

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

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

4. (a) Prior to submitting the first application to ADB for withdrawal from the Loan Account, the Borrower shall nominate an account ("Deposit Account") at the State Bank of Pakistan into which all withdrawals from the Loan Account shall be deposited. The Deposit Account shall be established, managed and liquidated in accordance with terms and conditions satisfactory to ADB.

(b) Separate accounts and records in respect of the Deposit Account shall be maintained in accordance with consistently maintained sound accounting principles. Upon ADB's request, the Borrower shall have the Deposit Account audited by independent auditors, whose qualifications, experience and terms of reference are acceptable to ADB, in accordance with appropriate auditing standards. Promptly after their preparation but in any

event not later than 6 months after the date of ADB's request, certified copies of such audited accounts and records shall be furnished to ADB, all in the English language.

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

5. The proceeds of the Loan shall be disbursed in a single tranche upon effectiveness of this Loan Agreement.

Negative List

1. Loan proceeds will finance the foreign currency expenditures for the reasonable cost of imported goods required during the Program.
2. No withdrawals will be made for the following:
 - (i) expenditures for goods included in the following groups or sub-groups of the United Nations Standard International Trade Classification, Revision 3 (SITC, Rev. 3) or any successor groups or sub-groups under future revisions to the SITC, as designated by ADB by notice to the Borrower:

Table A12: Ineligible Items

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

Source: United Nations.

- (ii) expenditures in the currency of the Borrower or of goods supplied from the territory of the Borrower;
- (iii) expenditures for goods supplied under a contract that any national or international financing institution or agency will have financed or has agreed to finance, including any contract financed under any loan or grant from the ADB;
- (iv) expenditures for goods intended for a military or paramilitary purpose or for luxury consumption;
- (v) expenditures for narcotics;
- (vi) expenditures for environmentally hazardous goods, the manufacture, use or import of which is prohibited under the laws of the Borrower or international agreements to which the Borrower is a party; and

- (vii) expenditures on account of any payment prohibited by the Borrower in compliance with a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations.

SCHEDULE 4

Procurement

1. Except as ADB may otherwise agree, the procedures referred to in the following paragraph of this Schedule shall apply in the procurement of Eligible Items to be financed out of the proceeds of the Loan.

2. (a) Except as provided in subparagraph (b) of this paragraph, each contract for Eligible Items shall be awarded on the basis of either the purchaser's normal commercial procurement practices, in the case of procurement by the private sector, or the Borrower's prescribed procurement procedures, in the case of procurement by the public sector, having due regard for the principles of economy and efficiency.

(b) Each supply contract for Eligible Items which are commonly traded commodities shall be awarded on the basis of procedures appropriate to the trade and acceptable to ADB.

SCHEDULE 5

Program Implementation and Other Matters

Program Implementation

1. The Borrower shall cause Punjab to appoint the Planning and Development Department as the Program Executing Agency to be responsible for the overall implementation of the Program. This includes coordinating the implementation of policy actions by relevant departments and agencies in Punjab.
2. The Planning and Development Department shall be guided by a high-level steering committee. The steering committee is supported by an executive committee which convenes at least twice a year. The Program Management Unit serves as the secretariat of the high-level steering committee and the executive committee.

Policy Actions and Dialogue

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

Improve Expenditure Management

5. The Borrower shall, and shall cause Punjab to, provide 5 qualified technical staff designated for the implementation of the MTBF in the budget wing of the Finance Department by 30 November 2009.

Program Monitoring and Review

6. The Borrower shall, and shall cause Punjab to, carry out review of the Program with the participation of ADB for the design of the third subprogram of the Program Cluster. The review shall take into account experiences from Program implementation and recommendations from ADB technical assistance. The Borrower acknowledges that the review described in this paragraph does not obligate ADB to provide loans for any further subprogram under the Program Cluster and that any such loans are subject to ADB Board approval.

SCHEDULE 6

Policy Actions for the Program

The policy actions for the Program as set forth in this Schedule, and to be satisfied with respect to Section 5.01(b) of this Loan Agreement, are as follows:

Core Policy Area 1 - Improve Public Financial Management

1. To institutionalise the process of pre-budget consultations with the Provincial Assembly, the Borrower shall ensure through Punjab that:

(a) the pre-budget consultations for Financial Year 2009-2010 have been completed; and

(b) the Finance Department has submitted to the Provincial Assembly for approval the proposed amendments to the Punjab Assembly Rules of Procedure.

2. The Borrower shall ensure through Punjab that the MTBF has been implemented through:

(a) approval of provincial-level revenue targets and expenditure ceilings under the MTBF for Financial Years 2009-2010 to 2011-2012;

(b) preparation of pilot "bottom-up" output-based budgets to link expenditure with outputs for Financial Years 2009-2010 to 2011-2012 for the Health Department and the Irrigation and Power Department; and

(c) integration of the annual budget and MTBF for Financial Year 2009-2010 for the Health Department and the Irrigation and Power Department.

3. The Borrower shall ensure through Punjab that the Finance Department has strengthened the application process for supplementary grants:

(a) through piloting in the Health Department and the Irrigation and Power Department the use of a new proforma for justifying supplementary grant application;

(b) for the Health Department through setting the ceilings for net supplementary grants for Financial Year 2009-2010 at: (i) 10% of its budget estimates for current expenditures; and (ii) 5% of its budget estimates for development expenditures; and

(c) for the Irrigation and Power Department through setting the ceiling for net supplementary grants for Financial Year 2009-2010 at: (i) 5% of its budget estimates for current expenditures; and (ii) 10% of its budget estimates for development expenditures.

4. The Borrower shall ensure through Punjab that the Planning and Development Department has enhanced the quality of the Annual Development Program for Financial Year 2009-2010 through:

(a) reducing the number of new schemes with less than 10% allocation of project cost by at least 25% of the total number of such schemes under the Annual Development Program for Financial Year 2008-2009; and

(b) reducing the number of unapproved new schemes (through either approval or cancellation) by at least 50% of such schemes for the Annual Development Program for Financial Year 2009-2010.

5. The Borrower shall ensure through Punjab that the GRAP budget allocation has been increased from PRs. 70 million in Financial Year 2007-2008 to PRs. 148 million in Financial Year 2009-2010.

Core Policy Area 2 - Improve Contingent Liability Management

6. The Borrower shall ensure through Punjab that the General Provident Investment Fund Act 2009 has been enacted by the Provincial Assembly.

7. The Borrower shall ensure through Punjab that PRs.12 billion has been transferred to the PPF in line with the revised funding strategy for the PPF and the GPIF that was approved by the Provincial Cabinet.

8. The Borrower shall ensure through Punjab that the PPF has been operationalised through:

(a) the appointment of a general manager and at least 3 professional staff; and

(b) the appointment of its trustee and external auditor.

9. The Borrower shall ensure through Punjab that the contingent liabilities of the Punjab Pension and the General Provident Fund as of June 2008 has been estimated and included in the White Paper for the budget for the Financial Year 2009-2010.

10. The Borrower shall ensure through Punjab that:

(a) the Pension Administration Taskforce has launched the testing of alternative procedures to facilitate the efficiency and accuracy of data gathering, validation and entry of historic records of the General Provident Fund; and

(b) the Office of the Accountant-General has completed data entry in the SAP/R3 database for approximately 988,338 employees, 165,899 pensioners and 782,443 General Provident Fund records (of which 162,587 records have been updated based on ledger book entries excluding missing subscriptions).

Core Policy Area 3 - Improve Civil Service Management

11. The Borrower shall ensure through Punjab that the Provincial Cabinet has approved a civil service reform policy to guide optimization of Government functions, reengineering of business processes and introduction of performance-based human resource management.

12. The Borrower shall ensure through Punjab that the Punjab Public Service Commission has approved a key recommendation on the adoption of a more efficient approach to scrutinizing civil service applications.

13. The Borrower shall ensure through Punjab that the Chief Minister has approved the civil service training strategy.

Core Policy Area 4 – Enable Private Sector Participation

14. The Borrower shall ensure through Punjab that the Provincial Cabinet has approved a PPP policy that specifies the Government's objectives for private sector participation in infrastructure development and the principles for achieving these objectives.

15. The Borrower shall ensure through Punjab that the draft PPP law has been submitted to the Provincial Assembly.

16. The Borrower shall ensure through Punjab that the Planning and Development Department has:

(a) hired the head (or acting head) and at least 2 professional staff for the PPP cell; and

(b) provided a list of prospective PPP projects.

17. The Borrower shall ensure through Punjab that:

(a) the Provincial Cabinet has approved the Project Development Facility Guidelines; and

(b) the Project Development Fund has been allocated \$1 million equivalent under the PC-I (Public Private Partnership Cell).

Core Policy Area 5 – Achieve Development Results

18. The Borrower shall ensure through Punjab that the Provincial Cabinet has approved the Government's strategy for economic growth and service delivery.

19. The Borrower shall ensure through Punjab that:

(a) a working group has been established for the introduction of the results-based management framework. The working group shall be led by the Chairman of the Board of the Planning and Development Department; and

(b) the draft results-based management framework for Punjab and key sectors has been adopted by the working group as a working document. The draft results-based management framework shall link key development impact, outcomes and outputs with resources and enabling systems and processes.

20. The Borrower shall ensure through Punjab that gender-equity indicators for health and education are incorporated in the results-based management framework.