

14-Jun-2021

Mr. Noor Ahmed
Secretary
Ministry of Economic Affairs
Government of Pakistan
Islamabad

***Re: Islamic Republic of Pakistan: Higher Education Development in Pakistan
(Credit No. 6438-PK)
Amendments to the Financing Agreement***

Dear Mr. Ahmed:

1. We refer to the: (a) Financing Agreement dated June 17, 2019, between the Islamic Republic of Pakistan (“Recipient”) and the International Development Association (“World Bank”); and (b) Project Agreement dated September 28, 2018, between the World Bank and the Higher Education Commission (“Project Implementing Entity”) (“Project Agreement”), for the above-mentioned Project (“Project”). We also refer to your request dated January 1, 2021, requesting to restructure the Project.

2. We agree to your request, and accordingly, the World Bank proposes to amend the Financing Agreement as the following:

- (a) A new Components 1.1 (iii) and 6 are added in Schedule 1 to the Financing Agreement as follows:

“1.1 (iii) Rapid Research Grants to respond to COVID-19 pandemic.”

“Component 6: Improving access and quality of remote learning and support to universities and Affiliated Colleges

6.1 *Use of the Special Funds for Improving Universities' Financial Autonomy and Improving Governance:* developing capacity building strategy and supporting implementation of capacity building for university sector financial autonomy and revenue generation, aiming to support universities with emergency grants and special funds to tackle crisis situations in the future as well as the present COVID-19 crisis.

6.2 *Quality of remote learning:* supporting development of a quality assurance framework for remote learning, with an emphasis on developing a student feedback mechanism.

6.3 Connecting Affiliating Colleges to Pakistan Education and Research Network: supporting access to remote learning for students in affiliated colleges by expanding access to PERN.”

- (b) Components 2.3 (iv), 2.4 and 5.3 are deleted in its entirety in Schedule 1.
- (c) Component 4.2 of the Project under Schedule 1 is deleted in its entirety and the same description is moved as a new Component 3.4 in Schedule 1.
- (d) The table for the Disbursement Linked Indicators, Disbursement Linked Results and Allocated Amounts in Schedule 4 to the Financing Agreement shall be deleted in its entirety and replaced as the Attachment to this Amendment Letter.
- (e) The definition of the “Competitive Research Grants” in Paragraph 9 of Appendix shall be revised to read as the following:

“Competitive Research Grants’ means, collectively, the GCF Grants, the TTSF Grants, LCF-Element-1 Grants, LCF-Element-2 Grants and CoE Grants.”

- (f) The definition of the “Incremental Operating Costs” in Paragraph 31 of Appendix shall be revised to read as the following:

“Operating Costs’ means the reasonable costs of incremental expenditures required for the Project and incurred by the Borrower/Recipient for day-to-day coordination, administration, and supervision of Project activities, including consumable materials and supplies, office rental, utility fees, insurance, communications, advertising and newspaper subscriptions, printing and stationery, operation and maintenance of office equipment and vehicles, charges for opening and operating bank accounts, in-country travel costs, boarding/lodging and per-diems for Project staff, and salaries of contractual staff (other than consultants) required for Project management, but excluding salaries, bonuses, fees, and honoraria or equivalent payments of members of the Borrower’s/Recipient’s civil service, except for salaries and/or salary supplements of members of the Recipient’s civil service formally deputed to the Project to assist in carrying out the Project activities in accordance with the applicable Borrower’s/Recipient’s policies during the period of such deputation.”

- (g) The definition of the “Local Challenge Fund Grant” in Paragraph 37 of Appendix shall be revised to read as the following:

“Local Challenge Fund Grant’ and the acronym ‘LCF Grant’ means a grant provided by the Project Implementing Entity under Component 1.3 of the Project to strengthen research for solution for pressing socio-economic problem within the locality of the Grant Recipient, under terms and conditions and subject to the eligibility Criteria set forth in the Operations Manual, and awarded in accordance with Section I.C of the Schedule to the Project Agreement as the LCF-Element-1 Grant or LCF-Element-2 Grant.

- (h) The definition of the “Sustainable Development Goals” in Paragraph 56 of Appendix shall be revised to read as the following:

“‘Sustainable Development Goals’ and the acronym ‘SDG’ means the seventeen developmental goals proposed and adopted by the United Nations (“UN”) members in 2015 as part of the UN 2030 agenda for sustainable development.”

(i) The new definitions are added in Appendix as the following:

64. ‘COVID-19’ means the coronavirus disease caused by the 2019 novel coronavirus (SARS-CoV-2).

65. ‘CoE’ means a center of excellence established in a university in accordance with the Recipient’s Centres of Excellence Act 1974, as amended with Act No. IV of 1976.

66. ‘CoE Grant’ means the grants awarded to the CoE, based on the criteria defined in the Operations Manual.

67. ‘LCF-Element-1 Grant’ means the Local Challenge Fund-Element-1 Grant, awarded competitively to researchers, according to the criteria defined in the Operations Manual, for carrying out research to address development problems in the community surrounding the university.

68. ‘LCF-Element-2 Grant’ means the Local Challenge Fund-Element-2 Grant, awarded competitively to researchers, according to the criteria defined in the Operations Manual, for building capacity of the researchers to address development problems in the community surrounding the university.

69. ‘PERN’ means the Pakistan Education and Research Network, established by the Recipient as its information technology action plan of 2002, in order to facilitate researchers/students in sharing data and to coordinate with each other through video conferencing.

69. ‘Rapid Research Grant’ means the grant awarded competitively to researchers, according to the criteria defined in the Operations Manual, in order to respond to COVID-19 pandemic.”

3. Except as specifically amended in this amendment letter, all other terms and conditions of the Financing Agreement shall remain in full force and effect.

4. The World Bank will disclose this amendment letter and related information on this Grant Agreement in accordance with the World Bank’s Policy on Access to Information. By entering into this amendment letter, the Recipient consents to disclosure of this amendment letter and related information.

7. Please confirm your agreement to the foregoing on behalf of the Recipient by countersigning and dating the form of confirmation set forth below and returning one fully countersigned original of this amendment letter to us and retaining one original for your records. Upon receipt by the World Bank of the countersigned original of this amendment letter, this amendment letter shall become effective as of the date of the countersignature of this amendment letter.

Sincerely,

INTERNATIONAL DEVELOPMENT ASSOCIATION

Najy Benhassine

Najy Benhassine
Country Director, Pakistan

CONFIRMED AND AGREED:
ISLAMIC REPUBLIC OF PAKISTAN

By: 
Name: Noor Ahmed
Title: Secretary
Date: 15-Jun-2021

Mk

SCHEDULE 4

Disbursement Linked Indicators, Disbursement Linked Results and Allocated Amounts

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
1. Number of Competitive Research Grants and Innovation Seed Fund Grants awarded	HEC has developed and adopted an Operations Manual for the Project which includes the grant funding mechanism for the Competitive Research Grants and ISF Grants.*	(i) HEC has selected and awarded 10 Rapid Research Grants related to COVID-19*; (ii) HEC has awarded 5 GCF Grants, 15 LCF-Element-1 Grants, 5 LCF-Element-2 grants and 20 TTSF Grants*; and (iii) HEC has designed and implemented a capacity building program for GCF, LCF-Element-1, LCF-Element-2, and	(i) HEC has awarded additional 15 GCF, 10 LCF-Element-1, 10 LCF-Element-2, 20 TTSF and 5 CoE Grants, over and above those awarded in Year 2*; (ii) HEC has awarded 15 ISF Grants over and above those awarded in Year 2*; (iii) HEC has continued to	(i) HEC has awarded an additional 15 ISF grants over and above those awarded in year 3;** (ii) HEC has implemented and expanded a capacity building program for ISF grants supporting the business incubator cells, as well as for grants management and implementation;** and (iii) HEC has updated and	(i) HEC has awarded an additional 15 ISF grants over and above those awarded in year 4;** (ii) HEC has implemented a capacity building program for grants management and implementation**; and (iii) HEC has updated and maintained the data depositing scheme for microdata and SDG-related data involving ORICs at

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
		TTSF Grants, including tailored support for female principle investigators*.	implement a capacity building program for GCF, LCF-Element-1, LCF-Element-2, TTSF and ISF Grants, including tailored support for female principle investigators*; (iv) HEC has designed and rolled out a capacity building program for ISF Grants supporting the business incubator centers as well as for grants management and implementation*; and (v) HEC has created a data depositing scheme	maintained the data depositing scheme for microdata and SDG-related data involving ORICs at the university level**.	the university level**.

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
			for microdata and SDG-related data involving ORICs at the university level*.		
Allocated Amounts	\$1,000,000	(i) \$1,200,000; (ii) \$14,430,000 upon achieving a total of 45 grants, including: 5 GCF Grants (\$ 860,000 for each grant), 15 LCF-Element-1 Grants (US\$260,000 for each grant), 5 LCF-Element-2 Grants (\$650,000 for each grant) and 20 TTSF Grants (\$ 149,000 for each grant); and (iii) \$ 2,000,000.	(i) \$29,980,000 for a total of 60 additional grants, including: 15 GCF Grants (\$860,000 for each grant), 10 LCF-Element-1 Grants (\$260,000 for each grant), 10 LCF-Element-2 Grants (\$650,000 for each grant), 20 TTSF (\$ 149,000 for each grant) and 5 CoE Grants (US\$1,000,000 for each grant); (ii) \$1,800,000 for a total 15 ISF Grants (\$120,000 for each grant);	(i) \$1,800,000 for a total of 15 additional ISF Grants (\$ 120,000 for each grant); (ii) \$ 2,000,000; and (iii) \$2,000,000.	(i) \$1,800,000 for a total of 15 additional ISF Grants (\$ 120,000 for each grant); (ii) \$1,810,000; and (iii) \$2,000,000.

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
			(iii) \$ 1,000,000; (iv) \$ 1,000,000; and (v) \$ 2,000,000.		
2. Outcomes achieved under the Competitive Research Grants awarded under the Project		(i) (a) Adoption of system for outcome tracking and management of grants, including guidelines for results; (b) research grants management system is being used to manage research grants application, award and outcomes tracking**; (ii) Rapid Research Grants awarded have partially achieved the agreed outcomes**; and (iii) HEC has disseminated key research outcomes	(i) 32 Competitive Research Grants awarded in Year 2 have achieved 30 percent of their outcome targets**; (ii) Rapid Research Grants awarded have achieved 80 percent of the agreed outcomes**; (iii) Research Grants Management System is being used to manage research grants application, award and outcomes tracking**;	(i) 32 Competitive Research Grants awarded in Year 2 have achieved 60 percent of their outcome targets**; (ii) 30 Competitive Research Grants awarded in Year 3 have achieved 30 percent of their outcome targets**; (iii) Research Grants Management System is being used to manage research grants application, award and outcomes tracking**; and (iv) HEC has disseminated key research outcomes	(i) 32 Competitive Research Grants awarded in Year 2 have achieved 80 percent of their outcome targets **; (ii) 30 Competitive Research Grants awarded in Year 3 have achieved 60 percent of their outcome targets**; (iii) Research Grants Management System is being used to manage research grants application, award and outcomes tracking**; and (iv) HEC has disseminated key research outcomes to

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
		to the academic community**.	(iv) HEC has disseminated key research outcomes to the academic community**.	to the academic community**.	the academic community**.
Allocated Amounts		(i) \$2,000,000 (ii) \$2,800,000 (\$280,000 per rapid research grant achieving 50 percent of their outcome targets to a maximum of \$2,800,000) (iii) \$1,000,000	(i)\$7,800,000 (\$400,000 per GCF for 4 GCF, US\$250,000 per LCF for 12 LCF, US\$200,000 per TTSF for 16 TTSF Grants reaching 30 percent of their outcome targets) (ii)\$1,900,000 (\$190,000 per RRG for 10 grants reaching 80 percent of their outcome targets) (iii)\$1,000,000 (iv) \$1,000,000	(i)\$4,500,000 (\$275,000 per each GCF for 4 GCF, \$150,000 per each LCF for 12 LCF, \$100,000 per each TTSF for 16 TTSF Grant awarded in year 2 achieving 60 percent of their outcome targets) (ii)\$ 8,200,000 (\$400,000 per each GCF for 8 GCF, \$250,000 per each LCF for 12, \$200,000 per TTSF for 10	(i)\$4,800,000 (\$250,000 per GCF for 4 GCF, \$150,000 per LCF for 12 LCF, \$125,000 per TTSF for 16 TTSF Grants achieving 80 percent of their outcome targets) (ii)\$5,000,000 (\$275,000 per GCF for 8 GCF, \$150,000 per LCF for 12 LCF grants, \$100,000 per TTSF for 10 TTSF Grants achieving 60

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				TTSF Grants awarded in year 3 achieving 30 percent of their outcome targets) (iii)\$1,000,000 (iv)\$1,000,000	percent of their outcome targets) (iii)\$1,000,000 (iv)\$1,000,000
3. Number of functional QECACs in Affiliating Universities (AU).	3 AUs have functional QECAC**	(i) An additional 3 AUs over and above those counted for Year 1 have functional QECAC**; and (ii) HEC has conducted a needs assessment and strategy for reorganization of university-level QECs in which QECACs are embedded*.	(i) An additional 11 AUs over and above those counted for Year 1 and 2 have functional QECAC**; and (ii) Pilot has been conducted in which 5 universities have implemented the reorganization of QECs*.	(i) An additional 12 AUs over and above those counted for Year 1, 2 and 3 have functional QECAC**; and (ii) 20 universities have implemented the reorganization of QECs**.	(i) An additional 12 AU's over and above those counted for Year 1, 2, 3 and 4 have functional QECAC**; and (ii) 20 additional universities over and above those implementing the reorganization of QECs in year 4 have implemented the reorganization of QECs**.
Allocated Amounts	\$3,000,000	(i)\$1,500,000	(i)\$5,500,000	(i)\$4,200,000	(i)\$4,200,000

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	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
	(\$1,000,000 for each functional QECAC)	(\$500,000 for each functional QECAC) (ii)\$1,600,000	(\$500,000 for each functional QECAC) (ii) \$1,000,000	(\$350,000 for each functional QECAC) (ii)\$2,000,000	(\$350,000 for each functional QECAC) (ii)\$2,000,000
4. Improvement of undergraduate education – AD programs		(i) HEC has launched a sector-wide consultation of undergraduate programs and has adopted an undergraduate education policy*; and (ii) HEC has adopted a framework for the Associate Degrees (AD) based on the needs and in accordance with international best practices*.	(i) HEC has adopted detailed implementation guides for the implementation and training of the AD programs*; and (ii) 70 Affiliated Colleges have enrolled the first cohort of students in the undergraduate programs developed in Year 2 **.	Additional 70 Affiliated Colleges, over and above those considered for Year 3 target, have enrolled the first cohort of students in the newly developed undergraduate programs**.	Additional 70 Affiliated Colleges, over and above those considered for Year 3 and 4 targets, have enrolled the first cohort of students in at least one of the Associate Degree programs.**
Amounts Allocated		(i)\$3,000,000 (ii)\$3,000,000	(i)\$3,150,000 (ii)\$2,450,000	\$2,450,000 (\$35,000 for each Affiliated College	\$2,450,000 (\$35,000 for each Affiliated College

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	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
			(\$35,000 for each Affiliated College that has enrolled the first cohort of students in the newly rolled out Associate Degree program)	that has enrolled the first cohort of students in the new Associate Degree program)	that has enrolled the first cohort of students in the new Associate Degree program)
5. Implementation of 4-year Bachelor Programs		(i) HEC has adopted a framework for the four-year BS Degree based on the needs and in accordance with international best practices*; (ii) HEC has adopted detailed implementation guides for the implementation and training of the BS programs*; and (iii) HEC has developed a career and internship framework to be	(i) 40 Affiliated Colleges, have enrolled the first cohort of students in a 4-year Bachelor Program**; (ii) HEC has carried out a gap analysis of internship, career and placement offices to determine the support required by higher education institutions*; and (iii) 9 Affiliated Colleges implement the career and	(i) Additional 36 Affiliated Colleges, over and above those considered for Year 3, have enrolled the first cohort of students in a 4-year Bachelor Program **; and (ii) 10 Affiliated Colleges implement the career and internship framework.**	(i) Additional 19 Affiliated Colleges, over and above those considered for Years 3 and 4 targets, have enrolled the first cohort of students in a 4-year Bachelor Program **; and (ii) 10 Affiliated Colleges implement the career and internship framework.**

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		implemented by universities and Affiliated Colleges*.	internship framework**.		
Allocated Amounts		(i)\$3,500,000 (ii)\$3,500,000 (iii) \$2,000,000	(i)\$2,800,000 (\$70,000 for each Affiliated College enrolling the first cohort of students) (ii)\$1,000,000 (iii)\$1,350,000 (\$150,000 per Affiliated College implementing the guidelines)	(i)\$2,520,000 (\$70,000 for each Affiliated College enrolling the first cohort of students) (ii)\$1,500,000 (\$150,000 per Affiliated College implementing the guidelines)	(i)\$1,330,000 (\$70,000 for each Affiliated College enrolling the first cohort of students) (ii)\$1,500,000 (\$150,000 per Affiliated College implementing the guidelines)
6. Establishment of Regional NAHE Centers		(i) HEC adopts a Framework for Establishment of Regional NAHE Centers at Provincial Head Quarters **; and	(i)HEC has established a regional center of the National Academy for Higher Education in at least two provinces, based on consultations	(i) Establishment of NAHE regional center in all provinces **; (ii) HEC and the regional NAHE center have conducted a study of	Regional NAHE centers have organized outreach events in all four provinces.**

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	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
		(ii) HEC through NAHE has developed a program based on consultations for a system of capacity building and leadership training for female HEC and university managerial and mid-level administrative staff **.	with key stakeholders*; (ii) HEC and the regional NAHE center have conducted a study of the professional needs of university faculty in the two provinces *; (iii) Regional NAHE and PERU together develop a training curriculum targeting the needs of the provincial Affiliated Colleges in line with the new undergraduate policy**; and (iv) HEC through NAHE has established a system of capacity building and leadership training for female	the professional needs of university faculty in at least two further provinces **; and (iii) HEC through NAHE conducts regular capacity building and leadership training for female HEC and university managerial and mid-level administrative staff.**	

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	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
			HEC and university managerial and mid-level administrative staff **.		
Allocated Amounts		(i) \$2,000,000 (ii) \$1,500,000	(i) \$ 2,000,000 (ii) \$ 1,000,000 (\$ 500,000 for one province study) (iii) \$2,000,000 (iv) \$1,480,000	(i) \$2,000,000 (\$1,000,000 for each NAHE Regional/Provincial center) (ii) \$1,000,000 (\$ 500,000 for each study conducted) (iii) \$1,000,000	\$1,000,000 (\$ 250,000 for each outreach event in the provinces)
7. Proportion of faculty and staff trained.		HEC adopts a strategy for training of faculty and staff of public Affiliated Colleges implementing the two-year Associate Degree programs and revised (4-year) Bachelor Programs,	NAHE has trained 20% of faculty and staff of public Affiliated Colleges implementing new Associate Degree Programs and revised (4-year)	An additional 30% of faculty and staff of public Affiliated Colleges implementing new Associated Degrees and revised (4-year) Bachelor Programs, over and above the cumulative 20%	An additional 30% of faculty and staff of public Affiliated Colleges implementing new Associate Degree Programs and revised (4-year) Bachelor Programs, over and above the

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		based on consultation of key stakeholders**.	Bachelor Programs*.	required under Year 3 targets have been trained**.	cumulative 50% required under Years 3 and 4 targets, have been trained**.
Amounts Allocated		\$500,000	\$ 2,800,000 (\$140,000 for each percentage point of staff)	\$ 4,200,000 (\$140,000 for each percentage point of staff)	\$ 4,200,000 (\$140,000 for each percentage point of staff)
8. Expansion of Pakistan Education Research Network (“PERN”)	(i) 75 additional HEIs, over and above those considered as baseline, have been connected to PERN **; and (ii) 15 additional HEIs, over and above those considered as baseline, offer campus-wide Eduroam **.	(i) 90 additional HEIs, over and above those considered as baseline plus those required in Year 1, have been connected to PERN **; and (ii) 15 additional HEIs, over and above those considered as baseline plus those required in Year 1, offer campus-wide Eduroam **.	(i) 75 additional HEIs, over and above those considered as baseline plus those required in Years 1 and 2, have been connected to PERN **; and (ii) 20 additional HEIs, over and above those considered as baseline plus those required in Years 1 and 2, offer campus-wide Eduroam**.	(i) 60 additional HEIs, over and above those considered as baseline plus those required in Years 1, 2 and 3, have been connected to PERN.**	

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	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
Allocated Amounts	(i) \$ 10,500,000 (\$140,000 for each additional HEI connected to PERN) (ii) 1,350,000 (\$90,000 for each additional HEI offering campus-wide Eduroam)	(i) \$ 12,600,000 (\$140,000 for each additional HEI connected to PERN) (ii) 1,350,000 (\$90,000 for each additional HEI offering campus-wide Eduroam)	(i) \$ 10,500,000 (\$140,000 for each additional HEI connected to PERN) (ii) 1,800,000 (\$90,000 for each additional HEI offering campus-wide Eduroam)	\$ 8,400,000 (\$140,000 per additional HEI connected to PERN up to \$8,400,000)	
9. Universities digitizing their administration	(i) HEC has established a central Data Repository*.	A pilot of 10 universities have directly fed data into HEC's Data Repository using a web-based reporting system*.	HEC has produced and published an annual report using the information derived from its Data Repository*.	HEC has published a second annual report and a strategic plan, leveraging data from its Data Repository*.	HEC has published a third annual report using information derived from its Data Repository*.
Allocated Amounts	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000	\$ 7,000,000
10. Use of the Special Funds for Improving Universities' Financial Autonomy and		(i) HEC adopts an emergency response (SOPs) and funds transfers policy guidelines*;	(i) HEC develops and adopts a framework for financial autonomy and financial	(i) HEC transfers funds to universities that have participated in the new framework**; and	(i) HEC transfers funds to universities that have participated in the new framework**; and (ii) HEC

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	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
improving governance using the latest technology		(ii) HEC organizes fundraising framework and a capacity building strategy for university revenue generation and financial management, based on consultations with the university sector *; and (iii) HEC transfers emergency funds to universities*.	management at universities*; (ii) HEC transfers funds to universities that have participated in the new framework*; and (iii) HEC implements a capacity building program for universities on financial management and fundraising*.	(ii) HEC implements a capacity building program for universities on financial management and fundraising**.	implements a capacity building program for universities on financial management and fundraising**.
Allocated Amounts		(i) \$2,500,000 (ii) \$2,500,000 (iii) \$5,000,000 (\$100,000 for each university under (iii) that received funds under this scheme)	(i) \$3,000,000 (ii) \$5,000,000 (\$100,000 for each university under (ii) that received funds under this scheme) (iii) \$1,500,000	(i) \$5,000,000 (\$100,000 for each university under (i) that received funds under this scheme) (ii) \$1,500,000	(i) \$5,000,000 (\$100,000 for each university under (i) that received funds under this scheme) (ii) \$1,500,000
11. Quality of remote learning		(i) HEC adopts a quality assurance	(i) HEC implements a quality assurance	(i) HEC has evaluated the	(i) HEC has implemented the

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
		<p>framework for remote learning, including a student feedback mechanism for all online learning, which is included in the Open and Distance Learning Policy*; and</p> <p>(ii) HEC assigns a division within its organizational structure with monitoring and support of remote learning efforts, which includes capacity building for HEC staff working on remote learning as well as technical support to universities to strengthen the quality of remote learning*.</p>	<p>framework for remote learning, including a student feedback mechanism for all online learning, as part of the Open and Distance Learning Policy*.</p>	<p>framework for remote learning and integrated lessons learned into a revised framework, as part of the Open and Distance Learning Policy*.</p>	<p>revised framework for quality assurance for remote learning, as part of the Open and Distance Learning Policy**.</p>

DISBURSEMENT LINKED INDICATORS	DISBURSEMENT-LINKED RESULTS				
	RESULTS EXPECTED TO BE ACHIEVED BY YEAR 1	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 2	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 3	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 4	RESULTS EXPECTED TO BE ACHIEVED IN YEAR 5
Allocated Amounts		(i) \$ 2,000,000 (ii) \$2,000,000	(i) \$2,000,000	(i) \$2,000,000	(i) \$2,000,000

*These DLRs are time-bound and shall be achieved during the Year in which they are expected to be achieved, or up to twelve (12) months later than the expected Year of achievement.

** These DLRs shall be achieved in the Year in which they are expected to be achieved, or up to the Closing Date.