

**EAD / ADB PUBLIC SERVICES CAPACITY DEVELOPMENT STUDY
SUMMARY OF PROGRESS AND ISSUES ARISING TO DATE
As at 25th March 2008**

Aims

The aims of the study are to enhance understanding of capacity development processes employed in delivery of social services in Pakistan; generate recommendations to enhance effectiveness of capacity development and service delivery. These findings are to be fed into government policy and donor strategies.

Approach

- **Phase I:** August-September 2007

Scoping Study by Consultants David Watson and Adnan Qadir Khan. Identification of capacity issues and experience in literature and Pakistan, including definitions, concepts, successful capacity development 'candidate' case studies.

Joint Government / Donor Workshop 3rd September 2007: Discussion of issues; identification of 12 priority cases for further research (see attached listing).

- **Phase II:** October 2007 – February 2008

Case Study Research and Preparation: Mujtaba Piracha and Mahe Nau Haider research chosen cases with stakeholders, and prepare drafts with support from David Watson. Azeema Cheema begins **study of public sector budgets** for capacity development

Write-shops: March 2008 (postponed twice for security and election reasons) in Karachi (5th/6th); Lahore (10th-12th); Islamabad (17th-19th). Discussion and finalisation of capacity development cases by case team participants.

- **Phase III:** April 2008

National Conference on 'Capacity Development: Building on Experience' 22nd-23rd April Islamabad (Marriott Hotel) Federal and Provincial Government, Donor and Civil Society representatives. Outline of major issues, illustrated by selected case representatives; discussion of actionable recommendations emerging for government and donor consideration. A **final report, and case studies**, will be published thereafter.

'Headlines' So Far

- a) An encouraging level of **interest** in capacity issues and experience was demonstrated in the September Workshop and all the write-shops.
- b) There are clearly **more public sector successful capacity cases** than the study could review in its 'sample'.
- c) There are indications of **very large volumes of funds** being devoted to 'capacity building' in the public sector, but under 'elastic' definitions.
- d) All successful public sector capacity cases illustrated the **importance of 'political will'**: i.e. continuous high-level **protection** from interference by 'political' influences, and of adequate resources, and reasonable conditions of work, being made available.
- e) Once these factors were guaranteed, **capacity – previously 'latent' (invisible or un-appreciated) – emerged**, often without external technical assistance. Public sector AND community organisations demonstrated these latent capacities.

- f) Only one of the cases (SPU in Faisalabad) made work-plans for capacity development: in most cases, capacity development was a **continuous, some said 'accidental' process**.
- g) Managers applied rigorously the **well-known principles of sound resource (especially people-) management**: through their leadership, they demonstrated positive results.
- h) **Specialised skills** unavailable in the public sector (e.g. IT) were brought in as required, from the Pakistan **private sector**, or (less commonly) from externally-provided **technical assistance**.
- i) **Partnerships** between government and NGOs worked well under certain conditions. Several cases demonstrated the **importance of 'advocacy', use of clearly-presented evidence, and active engagement** with, a range of key stakeholders.
- j) Quantitative / geographical **assessments** of the situation early in any intervention or initiative proved vital: often previously-existing **'information' proved inaccurate, and inadequate for planning**.
- k) **Training** was most effective when it was based on **analysis of the realities** of jobs, and of the **specific standards** or skills required; delivered **'on-site'** in a participative practical manner, by trainers who had proved their competence in the jobs in question; and when subsequently **back-up support was provided in trainees' workplaces**.
- l) It appears that standard **GoP planning procedures and formats (e.g. the PC1) are not conducive to capacity development**, and should be 'revisited'.
- m) Close **monitoring of results, learning from experience**, and constructive remedying of identified bottlenecks, was demonstrated in several cases.

The Cases

1. **Punjab Education Sector Reform Programme PMIU** (GoPJ+WB financially-assisted; no TA)
2. **Strategy and Policy Unit Faisalabad** (Support to Devolved Local Government) (DFID assisted with TA + financial support)
3. **Women's Political School** - Support to Elected Women's Political Empowerment (UNDP / Norwegian /SDC Assistance)
4. **Punjab's Directorate of Staff Development** (In-Service Teacher Training (GoPj + Donor funded)
5. **Orangi Pilot Project** (Squatter Settlement Upgrading) Karachi (Own resources + communities + GoSindh + other support from donors)
6. **Chief Minister's Initiative for Primary Health Care** (Punjab Rural Support Programme Implemented: GoPj resources)
7. **National Highways and Motorway Police** (Federal GoP Budget)
8. **National Water Course Improvement Programme Sindh - PMIU** (Govt of Sindh resources)
9. **Citizen-Police Liaison Committee + District Public Safety Commission Faisalabad** (Voluntary donations + GoPJ)
10. **Gender Justice Through Musalihat Anjuman Project** (UNDP, Norwegian, SDC, DFID + Provincial and District contributions)
11. **Punjab Resource Management Programme** (ADB loan + GoPj)
12. Capacity development through **Trade Related Technical Assistance** (EC + GoP resources)