

SUMMARY OF CHARACTERISTICS OF CASES IN THE PAKISTAN CAPACITY STUDY SAMPLE

TITLE / NATURE OF CASE	LOCATION / LEVEL	FUNDING / DURATION	DONOR / TA INVOLVEMENT	CAPACITY ISSUES / THEMES ILLUSTRATED
Orangi Pilot Project OPP Provision of basic sanitation and water infrastructure.	Karachi urban 'katchi abadi' settlements	1980 – BCCI Endowment + Communities	Various donors No donor TA	Voluntary influential benefactor initiative; needs-based community capacity mobilisation; values-driven; no master-plans for CD; all parties learning from experience; progressively more engagement and influencing of government via highly credible advocacy.
National Water Course Improvements Project NWCIP PMIU Sindh Upgrading of water-courses for irrigation in numerous sites.	Rural irrigation-fed areas of Sindh Province A component of Federal Programme	2004 – Province - PMIU Federal for Prog. WCA in-kind contribution: labour	World Bank (part-financing) No donor TA funding or foreign TA	Political 'protection'; Freedom to establish PMIU and District Teams according to needs and merit; no master-plan; inventorisation of and innovative intro of GIS of infrastructure; problem-solving, learning-oriented, paper-less monitoring; intensive systematic training and job-specification; 'unleashing' of community (WCA) capacities; issues in national consultants' selection and federal planning processes and PC1.
Punjab Resource Management Programme PRMP Urgently-required public finance and civil service reforms	Punjab Provincial Government	2003 -2010	ADB programme loan(s) TA long- and short-term	Sequencing of reforms and modular flexibility within very comprehensive programme; progressive development of ownership; major emphasis on training, through use of international (civil service college) contractor; questions arising concerning limited actual change in 'culture' of public appointments and transfers, and Provincial government commitment to devolution to Districts.
Strategy and Policy Unit SPU Only 'pure' District government capacity development case.	City District Govt. Faisalabad	2004 - 2008	DFID Long-term TA + capital contributions	Sustained top-level political and official commitment. Assessments of sector departmental 'baseline' and needs; flexible capacity development planning; emphasis on establishing and broad-ranging use of information systems (FM, HRM, GIS, Revenue) + job-definition + systematic training. Performance incentives and quarterly (collective) reviews for HoDs; major surveys of staff and citizens' opinions; results fed back to management. New Provincial funding for follow-up / continuation.
Chief Minister's Initiative in Primary Health Care CMIPHC 'Out-sourcing' of health services management to NGO.	RYK District Punjab then 11 others in Punjab, then national	2003 – District health budgets	No TA	Provincial + District governments partnership defined in specific performance-level contracts with NGO, giving protection from political and admin. interference in management of key staff. Impacts on cost-effectiveness; doctors' + staff attendance and attitude; patient use, service delivered, and community mobilisation. Issues include under-mining by Provincial bureaucracy due to loss of patronage over staff; District health management capacity development, preventative services, and concerns re doctors' skills.

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<p>Punjab Education Sector Reform Programme PERSP Major Province/MDB-supported programme to enhance access to education, and now its quality.</p>	<p>Punjab province-wide PMIU in Lahore</p>	<p>2003 - 2010</p>	<p>Punjab government World Bank District governments No TA component</p>	<p>Top-level political commitment and protection to management of new PMIU; innovative leadership by first manager; intensive capacity development in monitoring of needs-based resource-injection, -use and introduction of incentives for District engagement and girls education; facilitation and regulation of private capacities; sustainability questions given absence of impact on Provincial Education Department, and recent loss of key political patron.</p>
<p>Directorate of Staff Development Education Department DSD Introduction of internationally-recognised approaches to teachers' in-service training.</p>	<p>Punjab province – wide DSD in Lahore</p>	<p>2005 – Punjab government</p>	<p>Various donors Some long- and short-term TA</p>	<p>Recognition of ineffectiveness past approaches to in-service training of teachers; illustration of institutional complexity of any efforts raising professional quality of service delivery; need for participative approaches building ownership and consensus. Application of rigorous 'cascade' training complemented by efforts at incentivisation and professionalisation of teachers (including career development). Impact of political 'protection' and patronage for new Director / leader.</p>
<p>National Highways and Motorways Police NHMP Creation and operation of a distinct traffic police force, using internationally-recognised approaches and standards.</p>	<p>Federal police force National coverage</p>	<p>Federal government</p>	<p>No donors or TA</p>	<p>Top level political commitment to running / operation of prestige project; uncompromising continued leadership and 'undiluted' management command; need for negotiation of adequate resourcing to permit a 'living wage' and conducive conditions; equal application of laws, and destruction of culture of elite 'impunity'; public praise and appreciation; limitations of model due to absence of overall policy and/or implementation on regulation of transport, vehicles, road engineering, driver and pedestrian education: all contributing to a hostile overall traffic environment outside motorways.</p>
<p>Gender Justice through Musalihat Anjuman Project GJTMAP Introduction of Alternative Dispute Resolution in new local courts impacting on gender issues and family welfare.</p>	<p>All Provinces: now in 20 Districts; PMU in Islamabad</p>	<p>2005 - 2011 Federal, Provincial, District budgets</p>	<p>NORAD, DFID, SDC, UNDP (NEX) Short-term TA</p>	<p>Illustration of need for partnerships between, many types of stakeholders (judicial and legal professional, police, provincial and local government); and need for advocacy if unfamiliar concept is to be accepted. Significance of accurate and sensitive representation of religious principles in materials and training governing justice and individual rights. Innovations included orientation of males to the need for better gender-oriented justice. Major issues in establishing geographically-dispersed project teams, where 'protection' has been variable (and therefore politically-motivated transfers intrude): illustrating the importance of high calibre leadership skills in project managers. Donor</p>

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				commitment periods, fund-phasing and reliability has proved very difficult in view of the complexity of the project's financial structure, and fragility of its delivery capacity established.
Women's Political School WPS Training of large numbers of new-elected women members of local assemblies.	All Provinces	2004 – 2007 \$4.5 million	UNDP (NEX), NORAD, SDC Short-term TA	Illustrates inventorisation of training, ex-trainers and materials already undertaken / in existence; need for careful preparation of materials (using simple concepts) for largely illiterate trainees; development and use of Local Government Academies as decentralised training providers; use of master-trainers; and the need for post-course periodic 'refresher' training and follow-up support through some form of local resource or documentation centres. Male representatives were a crucial complementary target group of the women's training. Also illustrated the vital need for advocacy components in such projects, and longer and more reliable donor funding commitments.
Citizens' Police Liaison Committee CPLC + Public Safety Commission PSC Accountability of the police: addressed thru two distinct bodies.	Faisalabad City	CPLC 2001 – Voluntary (business community) PSC 2003 - Punjab and local government	No TA delivered (but is committed from ADB AJP)	Illustrates the contrast in commitment towards, performance of, and utility of two types of bodies oriented towards better accountability of the police. The CPLC is apolitical, voluntarily financed and run, and is highly valued and successful. The PSC has been dogged by (apparently) politicised membership; poor and unreliable funding commitments (and therefore staffing), and apparent unwillingness of authorities to implement LGO 2001 provisions in regard to police accountability to the public.
Trade Related Technical Assistance TRTA C1 = Awareness raising on trade issues and negotiating C2 = CD for Export product testing laboratories C3 = CD in institutions for Intellectual Property protection	Islamabad and Karachi institutions	2004 – 2007 Over €12 million government funding contributions	EC TA in all three components 1 = ITC 2 = UNIDO 3 = WIPO	Issues in C1 included Ministry of Commerce ownership and sustainability of future (re-) training capacities; there were problems too with turnover of trained staff. Cs2&3 illustrate advantages of good baseline assessments, and of having clear 'target' standards to aim at in 'conformity assessment' infrastructure, a clear and practical work-plan drawn up by well-experienced contractors, commanding respect and thus leveraging major government financial commitments to existing/new institutions' development. Steering Committee established, but could have done more to spread 'learning' between what transpired to be diverse component capacity development experiences.