



**Regional Forum on Reinventing
Government in Asia**

**“Building Trust for Service Delivery
and Access: Reforms in Pakistan”**

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SCHEME OF PRESENTATION

1	Background
2	Rationale and Characteristics of Reform
3	Stakeholders involved in Innovation
4	Outcome of Innovation
5	Challenges and Innovative Factors
6	Mainstreaming the Innovation
7	Adaptability of Innovation/Way Forward



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“Human Development (HD) is defined as expanding the choices for all people in society”

UNDP – Human Development Report

HUMAN DEVELOPMENT IN PAKISTAN

Ranked 135th in the world in terms of HDI, out of a total of 177 countries.

➤ Challenges for Human Development in Pakistan

- Low education attainment level**
- Inadequate health coverage**
- Rising population which accentuates poverty**

➤ The consensus of development experts is that Pakistan’s sustained economic growth can be achieved with emphasis on enhancing the existing low quality of its human capital



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RATIONALE OF REFORM

- **Key Pillars of Government's Poverty Reduction and Growth Strategy**
 - **Investing in Human Capital & effective delivery of basic social services**
 - **Increase in social expenditures for adequate institutional capacity building**
 - **Improved governance at the local level**

- **Improved public service delivery needed in the rural areas to achieve universalization of primary education, and effective delivery of basic health care**



SOCIAL SECTOR DELIVERY REFORMS (2001)

AIM OF REFORMS IN PAKISTAN

- **Improve Social Sector Delivery**
- **Leverage / better Management of all Resources**
- **Provide Equity and Justice**

Through:

- ***Community Ownership*** in all projects where decision rights are provided to all stakeholders
- ***Devolution of power***
- ***Public Private Partnerships***



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PRESIDENT'S TASK FORCE FOR HUMAN DEVELOPMENT (2001)

KEY FINDINGS

- Lack of capacity, competency and managerial efficiencies in social service delivery at the grassroots:
 - Line Departments
 - Newly elected representatives
 - Civil Society delivery system (CCBs, NGOs, CBOs)
- Lack of community participation
- Lack of integration / coordination
- Gaps of delivery, quality, financing and coverage in govt. programs



Need for an Organization to Fill the Identified Gaps (NCHD)



FILLING IMPLEMENTATION GAPS IN DELIVERY

NATIONAL COMMISSION FOR HUMAN DEVELOPMENT (NCHD)

An orchestrating body for human development in Pakistan, established to fill the implementation gaps in social sector delivery to help achieve United Nations Millennium Development Goals (MDGs) through:

- **Universal Primary Education**
- **Adult Literacy, especially female literacy**
- **Decreasing infant and maternal mortality**
- **Reducing population growth rate**
- **Capacity building at grassroots.**
- **Mobilizing Communities**



NCHD PHILOSOPHY

BUILDING TRUST IN GOVERNMENT

- **Support and strengthen Government Service Delivery Systems**
- **Enhance acceptability & participation of communities in Government Initiatives for achieving MDGs**
 - **Awareness & Advocacy**
 - **NCHD as a catalyst & a bridge between communities and Government departments**



NCHD GUIDING PRINCIPLES

- **Community Participation / Social Mobilization**
- **Focus on Outcomes by improving Social Sector delivery at Grassroots**
- **Strengthening of the Public Sector by incorporating the International Best Practices**
- **Capacity Building of all Stakeholders**
- **Leveraging untapped potential of Volunteers to achieve MDGs**
- **Mobilizing financial and Intellectual Capital of Pakistani Diaspora**



IMPLEMENTATION STRATEGY

Sustainable Development Approach Employed

- **Advocacy & Capacity Building to harness the latent potential of the community in Volunteerism**
- **Support provided by communities to the Government Line Departments**
- **Technical Assistance by NCHD - only organization possessing SCALE**

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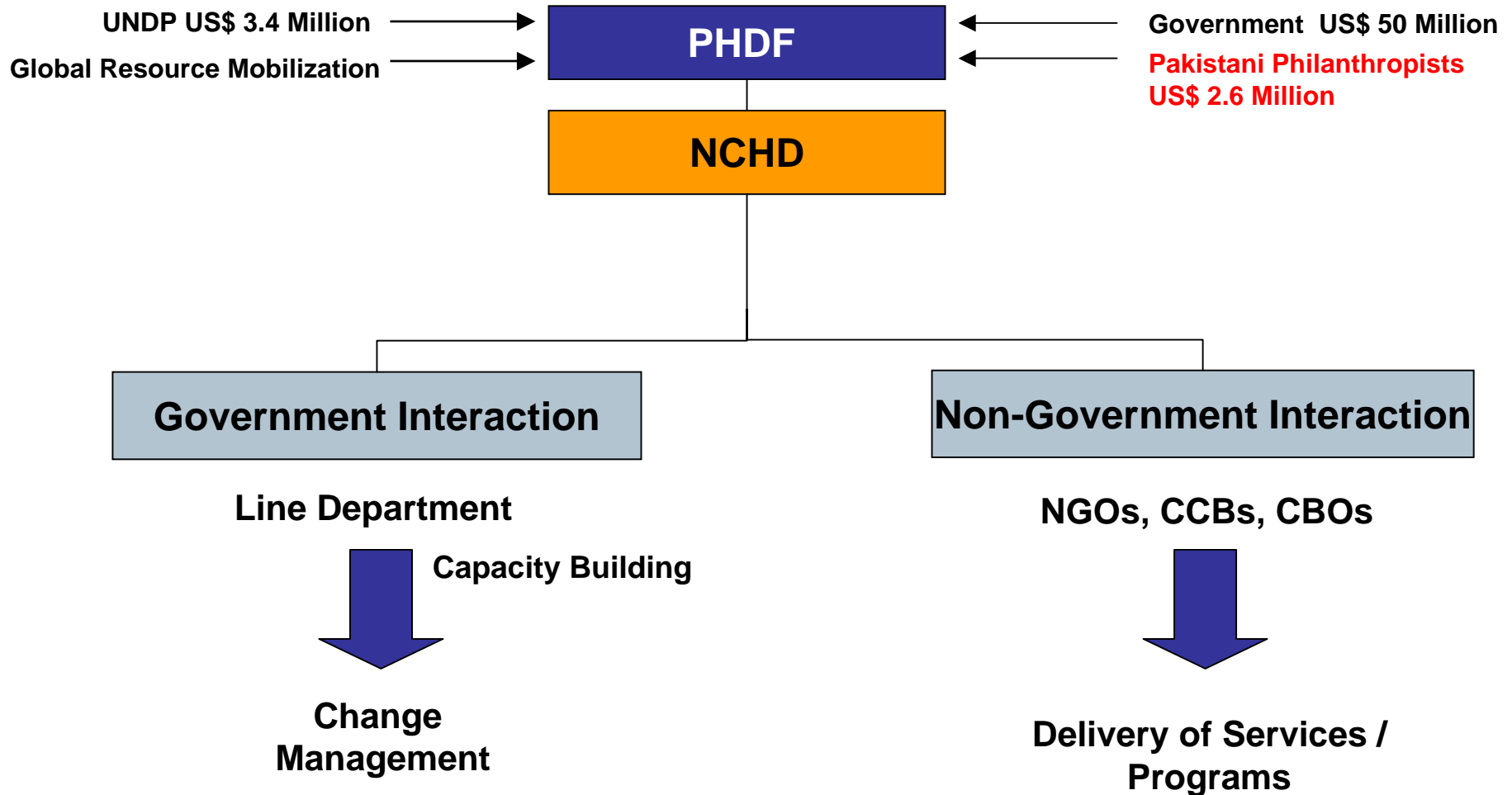


Public Private Partnership

- Based on Public Private Partnership Model, NCHD has spearheaded a *Mass movement* for Socio-economic Development and Behavioural Change in Pakistan by:
 - Catalyzing the spirit of *Volunteerism* and *Community Participation* to ensure sustainability of its programs
 - Providing *Support Role* for district Education, Health and Community Development departments as well as Non-Governmental Organizations (NGOs) *for Change Management and Improvement of Service Delivery.*



Public – Private Partnership





TANGIBLE RESULTS AND BENEFICIARIES

- Capacity Building of Local Government for successful implementation of Devolution Plan
- Creation of permanent Social Capital at the grassroots through Volunteers for achieving MDGs
- Women Empowerment for Gender Equity
- Strengthening of district line departments
- Filling implementation gaps by providing Feeder schools/teachers, and primary health care facilities
- Major improvement in Education and Health outcomes of intended communities (in 100 districts), with expected ranking of Pakistan in HDI to improve 18 places during project cycle

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CHALLENGE IN IMPLEMENTING STRATEGY

Challenges in Design & Implementation

- *Lack of Community Awareness*
- *Shortage of Trained Staff*
- *Shortage of financial resources*
- *Acceptability by the Provincial govts.*
- **Weak capacity of district governments and line departments**
- **Weak capacity / non availability of Civil Society Organizations as implementing partners**



MEETING THE CHALLENGES

- **Community mobilization by raising National Volunteer Corp**
- **Partnerships - Collaboration with National Reconstruction Bureau**
 - **Targeted needs-based institutional training**
 - **Capacity building of stakeholders such as district governments and line departments and NGOs**
- **Global Resource Mobilization**



INNOVATIVE FEATURES

- **Formal Statutory Body yet Operationally Autonomous as a Private Sector Entity**
- **Works as a Policy Entrepreneur at the Local Government level**
- **‘Out of the Box’ solutions for improving service delivery**
- **Provides Coordination of Stakeholders – district government, line departments, NGOs, development partners - at grassroots level through district-based offices**
- **Resource Mobilization for Government initiatives at the Global level**



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Facilitating National Achievements of MDGs

- NCHD's holistic approach being replicated in all districts of the country by end 2006 as a National Human Development Initiative by the Govt. of Pakistan.
- Linkages developed with Federal Ministries and National Reconstruction Bureau (NRB) for change management and streamlining processes concerning the district line depts. under the Devolution Plan
- Harmonized arrangements with development partners to undertake joint national projects for service delivery by leveraging existing resources



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NCHD SUCCESS FACTORS FOR REPLICATION

- **Public Private Partnership**
- **Community Participation through Volunteers**
- **Operational Autonomy and Flexibility**
- **Action Learning for Fast Track Implementation**
- **Capacity Building of Stakeholders**
- **Political Will**

ADOPTION OF NCHD MODEL

NCHD Model: An International Best Practice

- **Pakistan - first country in the developing world to set up a National Volunteer Corps for achievement of MDGs, key role acknowledged by UN Secretary General (2003)**
- **Organized International Conference on Volunteerism and MDGs (2004), contributing in enhancing awareness about volunteering**
- **Presented as a Model organization to be emulated for achieving MDGs in developing countries by the United Nations (UN)**
- **This is highlighted by the UNDP-led high level Chinese Delegation in March 2005 to study the PPP model of Pakistan Human Development Fund (PHDF) and National Commission for Human Development (NCHD), and replicate it in China**



REFORMS: WAY FORWARD IN PAKISTAN

- **Integrated Human Development based on community participation and empowerment**
- **Political Will and Commitment**
- **Continuation of social sector policies**
- **Optimal utilization of Resource Allocation**
- **Decentralization as a means of empowering communities**
- **Public-Private Partnerships for improved social service delivery**



THANK YOU