



Pakistan

THRIVE

Biannual Newsletter

PRM Capacity Development Resource Centre

July 2024

Capacity Development Resource Centre

In 2023, the Asian Development Bank (ADB) Pakistan Resident Mission (PRM) launched the Capacity Development Resource Centre (CDRC) with endorsement from the Economic Affairs Division (EAD), Government of Pakistan. The CDRC seeks to provide demand-driven trainings on ADB procedures and international best practices to government stakeholders—with a focus on executing agencies (EAs) and implementing agencies (IAs) of ADB-assisted projects—and facilitate expert advice for the timely resolution of project implementation issues, especially contractual ones.

The CDRC seeks to streamline ADB's capacity support for project preparation and implementation in Pakistan to



enhance portfolio performance and development effectiveness through strategic, integrated, and sustained capacity building services tailored to local needs.

The CDRC operates on the key principles of offering high-quality, demand-driven trainings on an efficient and sustainable basis through

partnerships with national institutions and other development partners, and by engaging experts from ADB as well as the domestic and international markets.

We have started this biannual newsletter as a platform to connect with the CDRC alumni—to share updates, exchange views, receive feedback, and provide networking opportunities.

Country Director's Message



As you are aware, the CDRC was initiated by ADB PRM in collaboration with EAD to systematically equip stakeholders involved in Pakistan's ADB-funded projects with the necessary knowledge and skills on ADB procedures and best practices so as to enhance project performance and

portfolio efficiency. The CDRC takes a demand-driven approach, collaborates with domestic training and academic institutions, and engages with domestic and international experts to ensure quality, efficiency, and sustainability.

In this context, CDRC's biannual newsletter strives to serve as a bridge in reaching out to CDRC alumni to share updates, provide access to relevant resources, seek feedback, and offer networking opportunities. I trust you will find this platform useful. Yong Ye

Our Achievements in 2023

In 2023, we delivered a total of 18 capacity development activities, comprising three Integrated Capacity Development Trainings in Islamabad, Lahore, and Karachi, two FIDIC-based contract management trainings in Islamabad, one webinar on loan financing options, four other trainings, and two business opportunity seminars (BOS) in collaboration with the World Bank.

These events provided avenues for learning, sharing experiences and perspectives, and networking. Overall, participants highly appreciated the events, and recommended their continuation, with feedback for further enhancement.

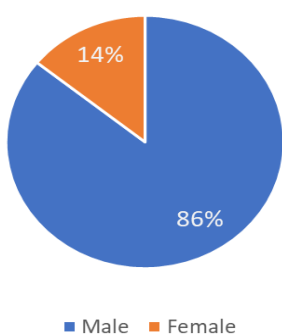
Some of the key achievements of CDRC in 2023 are:

- Enhanced networking of professionals
- Improved understanding of EA and IA roles and responsibilities
- Establish a database on trained professionals among EAs
- Enhanced participation of business entities
- Knowledge repository development
- Inclusive, integrated, and holistic approach to capacity development

2023 Outreach Summary

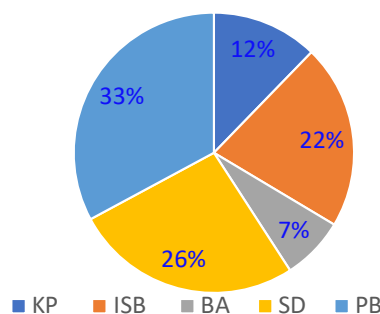
Turnout

1,037 total participants (male: 890, female: 147), including 649 training participants (male: 526, female: 123), and 388 BOS participants (male: 364, female: 24).



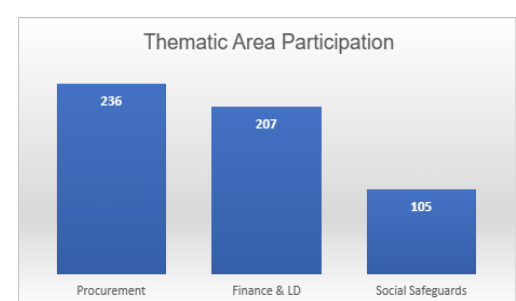
Provincial Participation

120 participants from federal agencies, 148 from Sindh, 185 from Punjab, 69 from KP, and 41 from Balochistan.



Thematic Area Participation

Across the three main thematic areas, 236 joined the procurement training; 207, the finance and loan disbursement (LD) training; and 105, the social safeguards training.

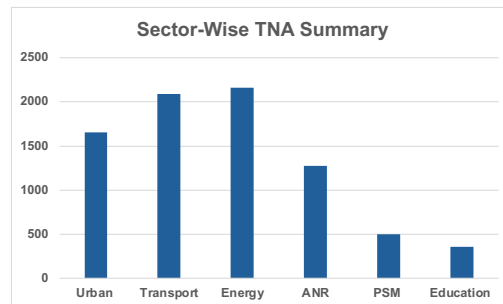


Training Needs Assessment

The PRM CDRC conducted a training needs assessment (TNA) for 2023-2026 to identify capacity gaps affecting project performance and priority training needs. Fourteen EAs and IAs from six sectors participated in the TNA.

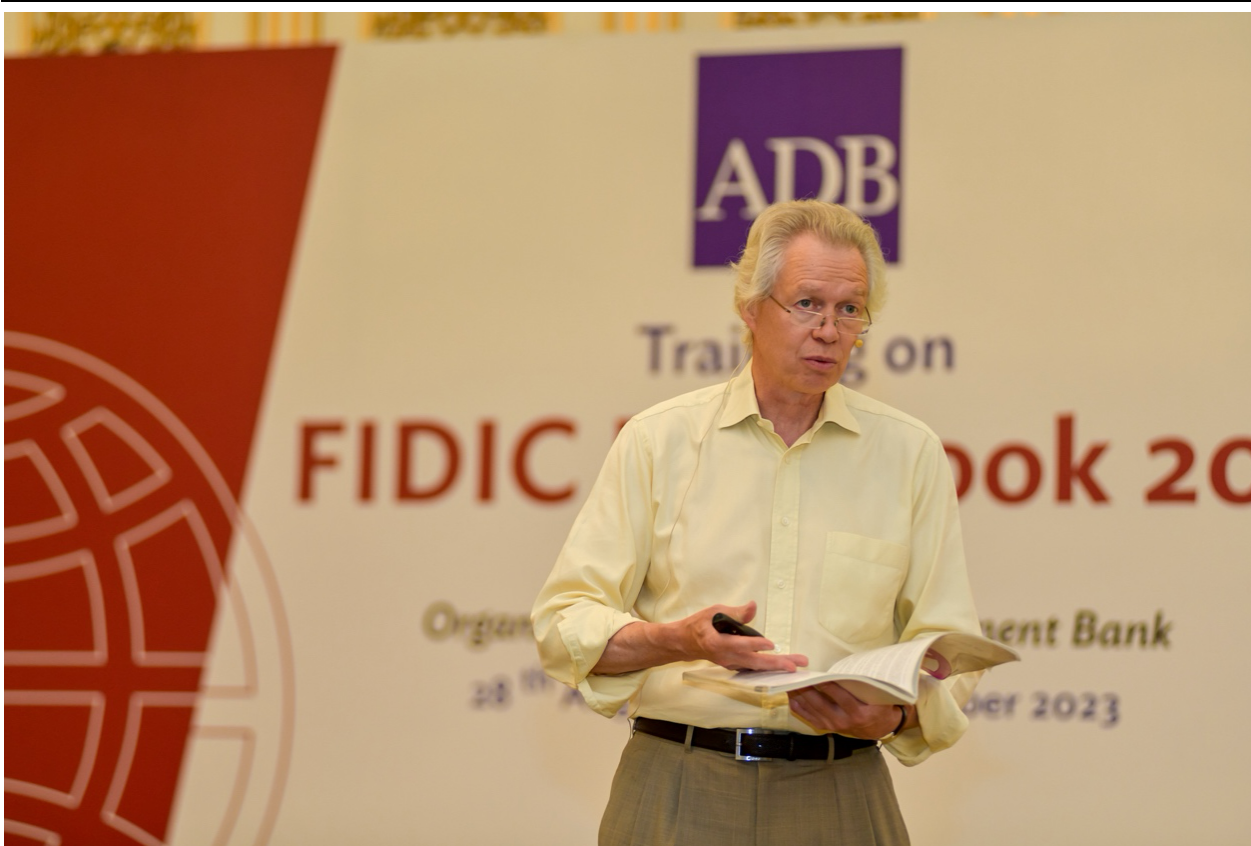
The TNA used a structured questionnaire, which identified the need for about 2,000–person trainings annually for the surveyed period, across 21 areas covering ADB procedures and international best practices. The TNA highlighted common concerns, guided program prioritization, and underscored the need for strategic planning in allocating resources.

By sector, the TNA identified a total of 1,655 urban sector-related trainings, 2,089 in transport, 2,164 in energy, 1,278 in agriculture and natural resources, 499 in public sector management, and 353 in education.



Sr. No.	Thematic area	2023	2024	2025	2026	Total
1	Procurement	96	107	103	86	392
2	Consultant Selection	96	95	94	78	363
3	Disbursement	90	99	95	80	364
4	Finance Management	89	93	87	74	343
5	Project Financing Tools & available Loan Modalities	80	86	79	74	319
6	Social Safeguards	86	92	84	86	350
7	Environmental Safeguards	80	81	74	85	320
8	Gender Policies	73	75	70	87	295
9	Climate Change, Policies and Financing	85	88	85	77	335
10	Project design & monitoring framework	96	103	98	82	379
11	Strategic Procurement Planning	90	93	91	77	351
12	Project Management	114	118	114	102	448
13	Contract Administration (under FIDIC Red Book 2017 / Pink Book 2016)	122	127	124	105	478
14	Project design & monitoring framework development	101	103	101	89	394
15	Peer to Peer, project experiences sharing sessions	100	102	100	93	395
16	Contract Administration (Works and Consulting Services)	108	102	108	97	415
17	Project Implementation Delays – (Cost and time overrun ADB and Government) Procedures	113	120	117	107	457
18	Grievance Redressal Administration (ADB and Government Procedures)	104	108	106	93	411
19	Handling non-performance issues of consultants and contractors	121	122	119	102	464
20	Financial audit challenges to EA adhering to ADB procedures	99	103	102	88	392
21	Role of Project Steering Committee, EA Secretariat and PMO – Challenges during implementation	102	108	104	95	409
Grand Total		2045	2125	2055	1799	8024

Furthermore, the TNA identified 21 thematic areas related to ADB business procedures, loan management, etc.



FIDIC Red Book 2017 Training Being Delivered by International Expert Mr. James Perry

Ongoing and Upcoming Activities

PRM CDRC is now in the process of finalizing a comprehensive training activity plan for 2024 in consultation with the EAD. Another TNA is ongoing, which will lead to the design of the 2024 training calendar. While in this process, the CDRC continues to support all sectors and help make capacity building activities more effective and fruitful.

A training on irrigation modernization and design of pipe distribution networks (PDN) is underway for 29 July to 2 August 2024 in Islamabad. Identified by a sector-specific TNA in June 2024, the 5-day training will be delivered by international experts who will engage the participants in hands-on activities on PDN design. The training is expected to improve stakeholder capacity in water use efficiency and help modernize irrigation infrastructure and practices. About 60 participants from EAs and IAs, consultants, academia, and pipe manufacturers are expected to participate in the training.

At EAD's request and based on a TNA conducted in 2023, a capacity building program for Pakistan government officials on ADB processes and procedures is planned at ADB headquarters in Manila on 19–23 August 2024. This 5-day interactive learning program will encompass the following themes: ADB organization, mission, Strategy 2023, Pakistan country partnership strategy, ADB's project cycle, financing and lending modalities and options, safeguards, climate change adaptation and mitigation, gender mainstreaming, overview of procurement and consulting services, financial management, and evaluation.

Way Forward

In 2023, the CDRC had a successful year, providing comprehensive capacity-building support to EAs and IAs and other stakeholders involved in ADB-funded projects. PRM CDRC organized a series of targeted trainings and seminars designed to enhance the skills and knowledge necessary for effective project implementation and management. Feedback from participants consistently highlighted the positive impact of these initiatives, noting improvements in project execution and increased understanding of ADB procedures and requirements.

Moving forward, the CDRC plans to collaborate closely with the EAD and other key stakeholders to enhance the participation and effectiveness of its capacity-building programs. By fostering stronger partnerships with prominent local institutions, the CDRC aims to strengthen domestic capacity, ensuring that the benefits of these programs are strategically sustained.

Drawing on local expertise, the CDRC will

prioritize value addition, efficiency and cost-effectiveness. Additionally, it will establish a knowledge network with national institutions and collaborate with relevant entities to deliver programs aligned with ADB's policies.

The CDRC will support government initiatives on regulatory and institutional reforms, bridging gaps between national processes and ADB's standards and facilitating consultations with stakeholders and development partners. Through these efforts, the CDRC seeks to build consensus and drive forward reforms that are crucial for achieving sustainable development in Pakistan.

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