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“Community Engaged Transparency and Accountability”

ENDLINE SURVEY REPORT

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ACRONYMS	
CVP	Citizen Voice Project
KAEED	Karakoram Associates for Educational and Economic Development
LSO	Local Support Organization
DHO	District Health Officer
PMCC	Premier Mountain Communities Consultants
MLA	Member legislative Assembly
SDF	Skardu Development Foundation
BCDF	Baltistan cultural and development foundation
CSO	Civil Society Organization
ADP	Annual Development Plan
DHQ	District Head Quarter Hospital
CETA	Community Engaged Transparency and Accountability
LSO	Local Support Organization
LG&RD	Local Government and Rural Development
GB	Gilgit Baltistan
SDF	Skardu Development Foundation
FGDs	Focused Group discussions
KIIs	Key informant Interviews

Affirmation and Acknowledgements

This end line survey report impart analysis and findings of end line survey of Community Engaged Transparency and Accountability Project being implemented by Karakoram Associates for Educational and Economic Development (KAEED) in financial assistance of USAID under its Citizen Voice Project (CVP). The project aimed to improve the public accountability and transparency in four major public sector department's i.e Education, Health, LG&RD and PWD in Gilgit and Skardu districts of Gilgit Baltistan province of Pakistan.

We desire to acknowledge the generous financial support of United States Agency for International Development (USAID) under Citizen Voice Project (CVP) of Trust for Democratic Education and Accountability (TDEA).

We wish to thank all who made it possible for us to complete this evaluation in a timely manner despite many challenges. In particular:

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This report affirms that data collected from the stakeholders is the exclusive property of the targeted individuals involved in the study.

This report does not reflect the view of KAEED and CVP. All information contained in the report represents the situation as expressed by respondents and key informants during individual interviews and focus group discussions conducted at all the targeted locations.

Marina Begum & Shahid Hussain
Premier Mountain Communities Consultants (PMCC, GB)
April, 2016

1. Executive Summary

Community Engaged Transparency and Accountability (CETA) is a one-year project (April, 2015 – February, 2016) generous financial support of USAID Citizen Voice Project which was implemented by Karakoram Associate for Educational and Economic Development (KAEED). The project aimed to enhance: awareness among the citizens about their role and responsibilities for ensuring transparency, accountability and utilizing public resources (Health, Education, PWD, LG&RD in Gilgit and Skardu) as their basic rights, develop linkages between grassroots community representatives and local government representatives to initiate projects according to the needs and demands of the local people, and to maximize community participation in utilization of public funds and engage them to put their influence on state to ensure transparency and accountability in Public Departments.

The project operated in a high risk environment, including major governance and management problems in all four government departments, high level of bureaucratic governmental delays, uninterested government officials to participate in sessions regarding transparency, accountability and public participation in project identification, implementation and operation.

The study is an attempt to provide an overview of the “community engaged transparency and accountability” project being implemented by KAEED.

The project concentrates on the following components:

1. To increase awareness among the citizens about their role and responsibilities for ensuring transparency, accountability and utilizing public resources (Health, Education, PWD, LG&RD in Gilgit and Skardu) as their basic rights;
2. To develop linkages between grassroots community representatives and local government representatives to initiate projects according to the needs and demands of the local people; and
3. To maximize community participation in utilization of public funds and engage them to put their influence on state to ensure transparency and accountability in Public Departments.

This study has attempted to explore and gauge the perspectives and perceptions of the citizens after the implementation of the “Citizen Engaged Transparency and Accountability” in District Gilgit and Skardu. The study investigated about the governance, public participation, transparency and accountability mechanisms in the selected public departments of education, health, LG&RD and

PWD. The study used a mix-method of both the qualitative and quantitative approaches. The project has been implemented in close coordination with the above mentioned departments therefore; participants from the public sector departments participated in the study as they have already formal approval from higher authorities.

At the qualitative level the semi structured interviews focused on gaining in-depth and rich data on perceptions and perspectives of the government officials of the concerned departments, the local youth and the representatives of the CBOs and LSOs. In addition to that, the study conducted focused group discussions among the general community of the two districts to explore their perception about the transparency and accountability mechanisms in the selected public departments of education, health, LG&RD and PWD.

Hence, both qualitative and quantitative methods mutually reinforced, and substantiated each other for generating rich and in-depth data. The quantitative approach helped in reaching out to a bigger number of communities with increased number of questions, whereas the qualitative approach will enable the participants to deeply reflect on and explicate their perceptions and beliefs about the public service delivery and performance of the public sector departments. The in-depth qualitative interviews and focused group discussions helped in better understanding the quantitative information in their real contexts. In this way both the approaches will compensate and substantiate each other to gather rich and in-depth data in both quantitative and qualitative terms.

The key findings of the study are summarized in the table below.

Criteria	Rating	Summary of Reasons for Rating
Relevance	8.0	Highly relevant to priorities of GoGB, USAID CVP project and beneficiaries point of view; the selected departments are more relevant to public service delivery. Creating transparency and accountability is basic requirement for better service delivery.

Effectiveness	6.2	Good progress in creating awareness among communities about their role and responsibilities to ensure accountability and transparency in public sector departments and sensitization on inclusive development; medium progress but a good gesture in community participation in utilization of public funds, avail public services especially in health and education and put their influence on target departments to ensure transparency and accountability within the departments. Low progress in developing a mechanism to develop linkages between grass root community representatives and focused public sector departments in identification, implementation and monitoring of the public sector projects.
Efficiency	7.0	After a slow start, the project picked up momentum to complete all activities and financial spending before the close of the project in March, 2016; coordination with LSOs, CBOs and target departments worked literally well, issues of coordination and bureaucracy; risk management by project was partially successful
Gender Equality	6.5	Excellent progress on -female participation in community based trainings especially in LSOs and CBOs in the initial stage; medium progress on district level and provincial level committees low progress on training female officials from targeted departments
Total	27.7	Overall Rating: 27.7 (maximum 40)

2. Project Description

Effective public service delivery is integral to promote human development and create enabling conditions for growth¹. Core public services, such as education, health, water supply, sanitation and basic infrastructure development are key contributors to human development. Provision of essential economic infrastructure, such as irrigation, energy, and transport, is important to stimulate private sector growth, creating employment, and facilitating access to core social services, including education and health. Public sector capacity is a major constraint for many of the policy options and substantial is needed to nurture governance institutions and realize the opportunities provided by ESGO 2009. Strengthening the capacity of public sector administration

¹ Gilgit Baltistan Economic Report, Broadening the Transformation, 2011

and governance institutions and furthering local accountability is crucial to deliver on the expanding mandate of the public sector. Many existing government departments lack quantity and quality of human resources.

In Gilgit Baltistan, a set of development challenges stems from the complicated and fluid governance arrangements. Local structures have historically been quite limited. GB has been governed directly by the federal government since 1947. To boost local authority, federal government has approved empowerment and self governance ordinance 2009 followed by the GB Rules of Business and the GB System of Financial control and budgeting rules. However, in last few years' considerable progress have been made but local accountability institutions are nascent or still to be established. However, public have limited voice and the capacity to articulate local priorities, formulate policy and implement initiatives is constrained. This has significant implications for the manner in which public services are delivered; policies are established in almost all government line departments as 23 departments are functional in Gilgit Baltistan under GoGB².

The public sector departments especially health, education, LG&RD and PWD in GB are characterized by serious issues of governance and management. Some of the most obvious ones include: project identification, implementation, staff hiring, procurement, payments, staff transfer, professional development opportunities for staff, policy development and implementation, officials in violation of good practices; irrational distribution of staff and tasks, leading to an excess of incompetent staff in most accessible public sector departments. Ineffective leadership and management skills in department's heads cause high absenteeism in offices resulting delays in public service delivery. Weak performance, lack of physical infrastructure, an almost non-existent policy, accountability, monitoring and support system, confined to occasional checks and reprimands; and non-functional communities created frustration and drain time, resources and energies of these departments. On the other hand as a positive gesture, many officials have been trained through various donor-supported activities and many of them are now in strategic positions in these departments. At the same time the financial recession has enforced poor communities to turn towards government for providing services rather than costly private sector specialty in health and education, thus creating a need for government departments to deliver.

CETA was designed by the Karakoram Associates for Educational and Economic Development as a 12 months project (March 2015 – April 2016) to be implemented in the then two districts now four districts (Gilgit, Skardu, Shigar, Kharmang) of Gilgit-Baltistan, under financial support from American people through USAID's CVP project. The project had a slow start due to a number of reasons especially bureaucratic delay in government approval of the project, non active participation of government officials in project activities and non harmony among government departments. This resulted to slow down the pace of activities and achievement of targets. The project has target four main public departments i.e. Education, health, LG&RD and PWD and worked with them as project partners and target departments.

² Gilgit Baltistan sustainable integrated Community Development Project in Pakistan, Final Report, JICA, 2012)

3. Project Stakeholders and Geographical Coverage

The project focused multiple stakeholders during the project life; they include General Community, CBOS, LSOs, including government line departments i.e. education, health LG&RD and PWD. The project has worked with government officials, legislatures, account and administrative officers and public representatives. The geographic coverage of the project was Gilgit and Skardu Districts the - previously two districts and now these two districts has been upgraded by the GoP to four districts. Previously skardu was a huge district covering Kharmang and Shigar but later on during in 2015 elections government had approved Shigar and Kharmang as independent districts. However, the project has worked with targeted two districts such as Gilgit and Skardu. (Including newly established Shigar and Kharmang districts)

4. Evaluation Purpose and Intended Audience

Overall objective of the study is to check the change in the transparency and accountability in the target departments after implementation of the “community engaged transparency and accountability”. Specific objectives of the study are mentioned here under:

- Assess the change in perception of the citizens about education, health, LG&RD and PWD departments after implementation of the “community engaged transparency and accountability” project
- Assess the achievements of the “community engaged transparency and accountability” project
- Assess the intervention of the project in government target departments in developing transparency and accountability in public service delivery.

As per ToRs, the end line survey of progress against project outcomes was carried out through a mixed method approach that examined the change in and impact on stakeholders and community members as a result of this intervention. The evaluation was carried out after completion of all field activities during the month of April, 2016.

The methodology which was used for this evaluation included qualitative in-depth interviews (FGDFs, KIIs,).

The endline survey was organized around the commonly practiced evaluation criteria, which are relevance, effectiveness, efficiency, impact and sustainability of the project. The evaluation was designed to integrate gender throughout each of these areas of analysis and within its methodology. Participatory approach was adopted to collect data and gather information for assessment. This helped in ensuring that there was a sense of ownership among the stakeholders as they were involved at every stage, thereby successfully overcoming challenges in achieving the objectives of the assessment. This was further strengthened by the fact that the analysis of FGDs established the successful implementation of the project.

5. Evaluation Methodology

A team of consultants was engaged for report writing for the end line survey of the project to assess and gauge project achievements against the planned targets. The data containing responses of FGDs was analyzed. The following tools were utilized to develop this report:

- Desk review of project documents/reports regarding the targets achieved,
- Analysis of Focused Group Discussions (FGDs), Key Informant Interviews (KIIs)
- Quantitative –questionnaire to rate against ten themes for each government department to gauge their transparency, accountability and public participation

Data Analysis

Due to the nature and focus of the study a substantial amount of data has been gathered during the data collection phase. After the proper organisation, the quantitative questionnaires have been analyzed with the help of Statistical Packages for Social Science (SPSS). For the analyses of the qualitative data the process of organizing, thematic color coding and meaning-making has been employed.

Every effort has ensured that the data collected -is reliable and valid. For quality assurance, initially the enumerators have been fully trained and the tools were pre-tested. During the data collection, the enumerators were supervised and monitored by the field supervisor/team leaders and then the principal investigator. When the data was collected it was passed through the data management techniques at the office. In order to avoid entry errors, data base was developed in SPSS and then analyzed.

6. Evaluation and Questions

The proposed framework for the evaluation was drawn on the basis of review of TORs. The description entailed consultant's perspective of analysis of data collected from the field.

Questioners, utilized for qualitative and quantitative data collection are attached in Annexure.

7. Findings and Analysis

The evaluation findings are presented according to the results and out puts regarding community participation, transparency and accountability in four departments of government of Gilgit Baltistan i.e. education, health, LG&RD and PWD.

CETA is designed to increase awareness, develop linkage between community and government departments, and maximize community participation to utilize public funds and create transparency and accountability in four public sector departments. The project has the following three specific objectives:

1. To increase awareness among the citizens about their role and responsibilities for ensuring transparency, accountability and utilizing public resources(Health, Education, PWD, LG&RD in Gilgit and Skardu)as their basic rights;
2. To develop linkages between grassroots community representatives and local government representatives to initiate projects according to the needs and demands of the local people; and
3. To maximize community participation in utilization of public funds and engage them to put their influence on state to ensure transparency and accountability in Public Departments.

This section reviews whether the objectives have been achieved, and to what extent has the activity contributed to achievement of the objectives.

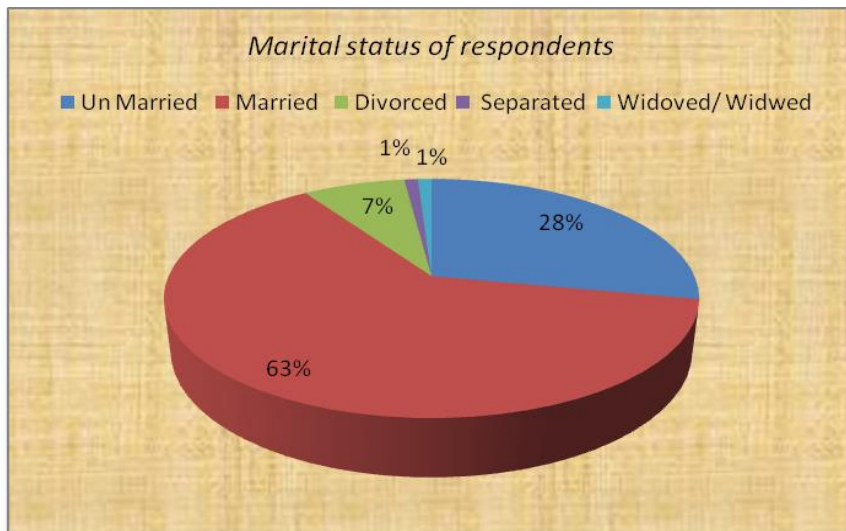
General Information of the Respondents

This section will provide the general information of the respondents who have participated in quantitative research. Total population of the quantitative respondents were 203. They have rated the departments against each theme of the research. Below is the general information in graphs and tables:

Marital Status:

Marital status of respondents

Marital Status	Count	Parentage
Un Married	57	28%
Married	127	63%
Divorced	15	7%
Separated	2	1%
Widowed	2	1%
Grand Total	203	100%

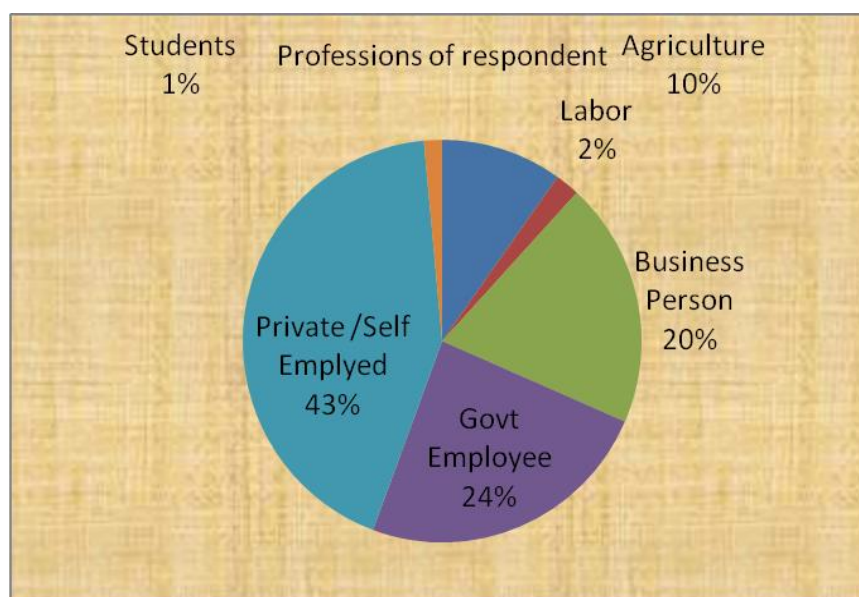


The table and graphs shows us that 63% of the total respondents were married and 28% were un married while 7% divorced and 1% each in widowed and separated.

Professional Status of the Respondents

Profession	Count	Percentage
Agriculture	20	10%
Labor	4	2%
Business		
Person	40	20%
Govt		
Employee	49	24%

Private /Self		
Employed	87	43%
Students	3	1%
Grand Total	203	100%

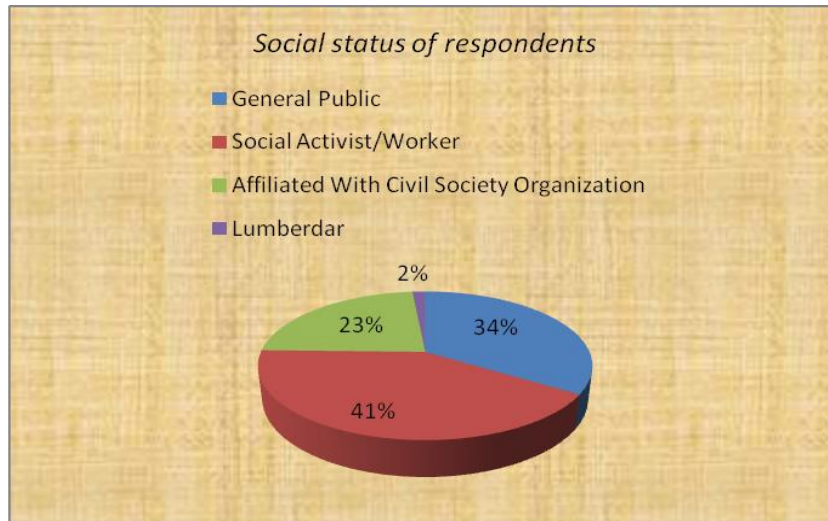


Above Graph and Table shows that 43% respondents were unemployed or self employed, 24% government employees while 20% were businesspersons, 10% were engaged with agriculture and 2% respondents were from general labour and 1% were students.

Social Status of the Respondents

Social status of respondents

Social Status	Count	Percentage
General Public	69	34%
Social Activist/Worker	84	41%
Affiliated With Civil Society		
Organization	47	23%
Lumberdar	3	1%
Grand Total	203	100%

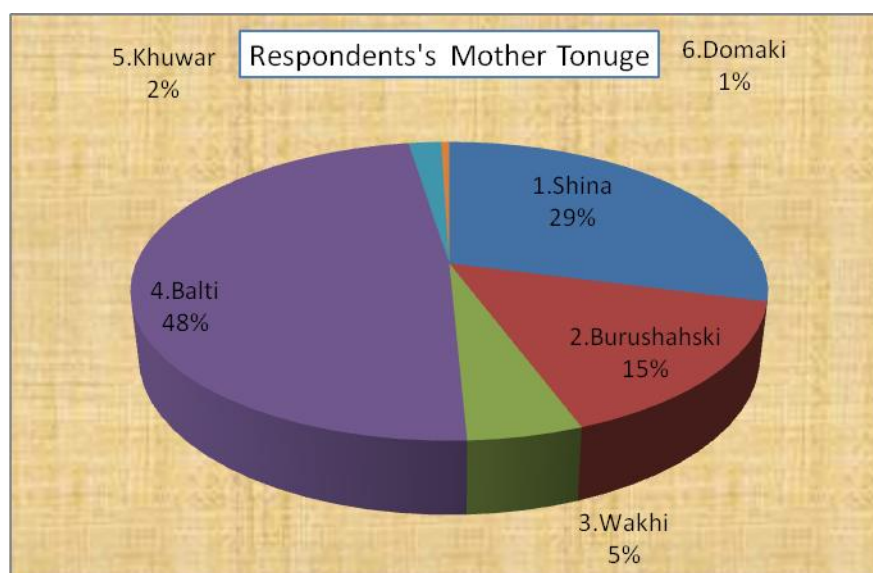


In the section, social activists were dominated as they are the active people of the society. Social activists were 41% and 34% people were from general public, while 23% respondents were affiliated with Civil Society Organizations and only 2% respondents were Lumberdars of their respective communities.

Mother Tongue of the Respondents

Respondents' Mother Tongue

Respondents' Mother Tongue	Count	Percentage
Shina	59	29%
Burushahski	31	15%
Wakhi	10	5%
Balti	98	48%
Khuwar	4	2%
Domaki	1	0%
Grand Total	203	100%



Most of the respondents were Balti speakers having 48% while Sheena speakers are 29%. Brushaski speakers are 15%, Wakhi 5%, Khuwar 2% and Domaki 1%.

Qualitative Population:

The study has conducted 20 FGDs ten in each district i. e district Gilgit and District Skardu. The total participants of the FGDs were 236 in number and from whome 134 were men and 102 were women. Study has conduct key informant interviews from government officials and total population was 22 in 12 officials were interviewed and while in Gilgit 10 officials of respective departments had participated in KIIs. Below is the summary of total survey population.

<u>S.No</u>	<u>Description</u>	<u>Men</u>	<u>Women</u>	<u>Total</u>
<u>01</u>	<u>FGD Participants</u>	<u>134</u>	<u>102</u>	<u>236</u>
<u>02</u>	<u>KIIs</u>	<u>22</u>	<u>00</u>	<u>22</u>
<u>03</u>	<u>Quantitative Survey</u>	<u>127</u>	<u>76</u>	<u>203</u>
<u>Total sample Size</u>				<u>461</u>

Objective 1: Increase awareness

The specific outcomes for this objective included increased awareness among the citizens about their role and responsibilities to ensure transparency and accountability and utilize public sector departments such as education, health, PWD and LG&RD as public service delivery departments in Gilgit and Skardu districts.

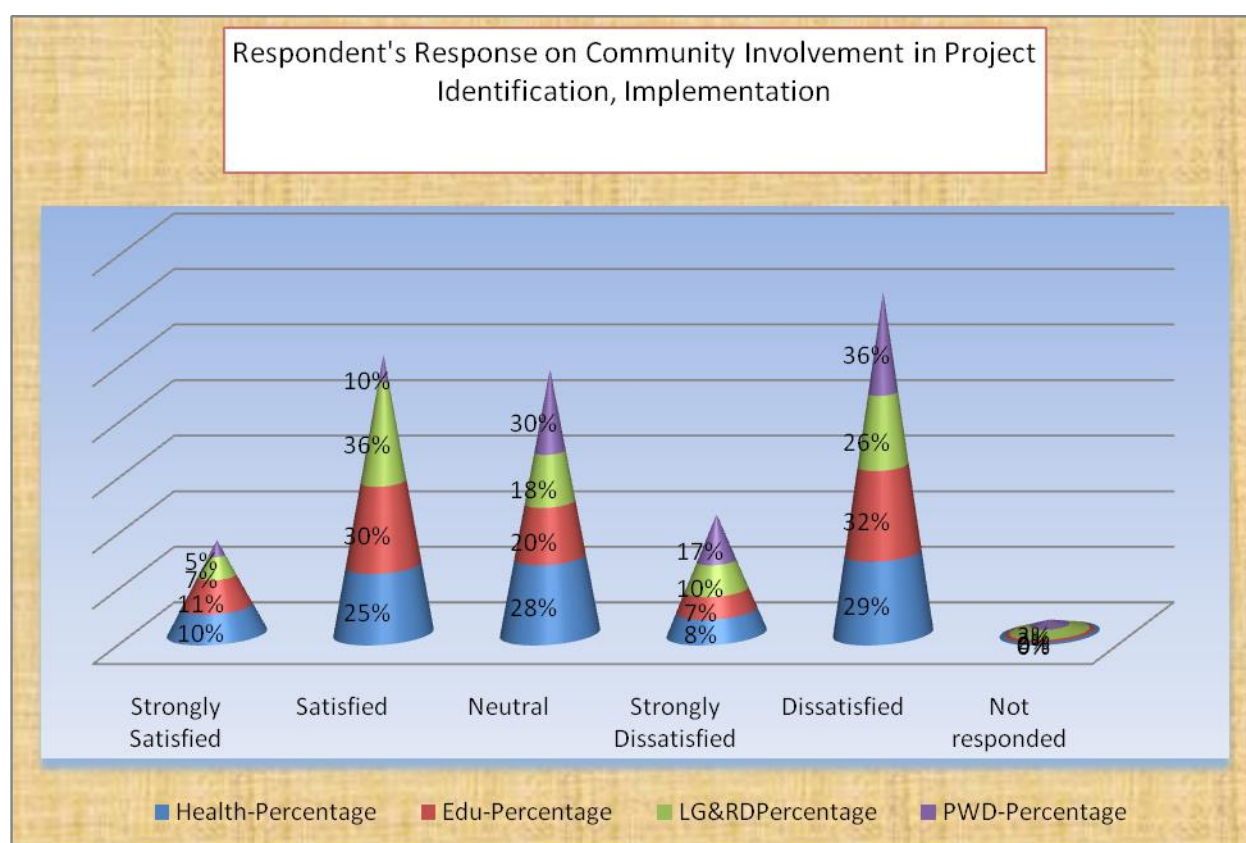
Intermediate Result 1 – Increased Level Of Awareness Of Local Community (Ies) About Their Rights And Ensuring Accountability In Education, Health, LG&RD, PWD Departments.

A main objective of the CETA was to create awareness in citizens about their rights, and due role to play to ensure accountability and transparency in public sector departments i.e education, health, PWD, and LG&RD. these departments are providing services directly to general public and have a huge impact on their daily life. It was clearly observed and mentioned by the general public and grass root community representatives that CETA had played an imperative role to create awareness among the communities about their role and rights to avail the services from public sector departments. During FGD with Sermik LSO, Gole (it is a remotest village in GB) Skardu, Mr. Shujaat Ali Shah mentioned that *“previously we were not aware about the process of public sector project identification, implementation and public service delivery but KAEED has conducted training for us and now we can play our role in identification implementation and how to get services from these departments”* and the other companions had endorsed his words. To support his claim, another participant mentioned that *“we have formed an education and health committee, they have conducted a seminar and called all the head of departments from Skardu including our MLA, it was very successful and we had only 4 teachers in our Middle school while other teachers have perform their duties in Skardu city, Director education ensured to send them back to our school. We have an A class dispensary already constructed five years ago but it was not functional, director health ensured us to functional the dispensary very soon and there were many other projects of water supply, pony tracks, roads and bridges uncompleted, the heads of LG&RD and PWD accelerated the progress on these suspended projects, all the credit goes to KAEED and CVP.*

Quantitative data supports that the awareness of the community is increased as community participation has increased in public sector project identification and implementation.

Table 01: Public participation in Project identification and implementation

Level of Satisfaction/Dissatisfaction	Health Percentage	Education Percentage	LG&RD Percentage	PWD Percentage
Strongly Satisfied	10%	11%	7%	5%
Satisfied	25%	30%	36%	10%
Neutral	28%	20%	18%	30%
Strongly Dissatisfied	8%	7%	10%	17%
Dissatisfied	29%	32%	26%	36%
Not responded	0%	0%	2%	2%
Total	100%	100%	100%	100%



The table and graph explicitly shows that satisfaction level of the respondents has been increased while dissatisfaction level has been decreased. In baseline it was identified that 44% of the total respondents were dissatisfied from health department and only 16% were showed satisfaction. While, during end line, 10% showed strongly satisfaction, 25% showed satisfaction and 28% were

neutral only 8% showed strongly dissatisfaction. That supports that awareness regarding public sector project identification and implementation is increased because of the CETA_CVP project.

Conclusion:

Community awareness increased significantly during the project implementation period. The level of awareness increased from low to intermediate, a good number of public is satisfied of the project activities and commenced to participate in different departments while identification and implementation of the projects. Anecdotal evidence suggests that community participation has considerably improved since the start of the project.

Objective 2: Linkage Development to Increase Good Governance

The precise outcome for this objective is to develop linkages between community by creating good governance in education, health, LG&RD and PWD. Included increased awareness among the citizens about their role and responsibilities to ensure transparency and accountability and utilize public sector departments such as education, health, PWD and LG&RD as public service delivery departments in Gilgit and Skardu districts.

Intermediate Result 2: Good Governance in Education, Health, LG&RD, PWD departments enhanced by focusing local community needs and creating transparent working environment.

Table: Public Servant's Attitude towards Community

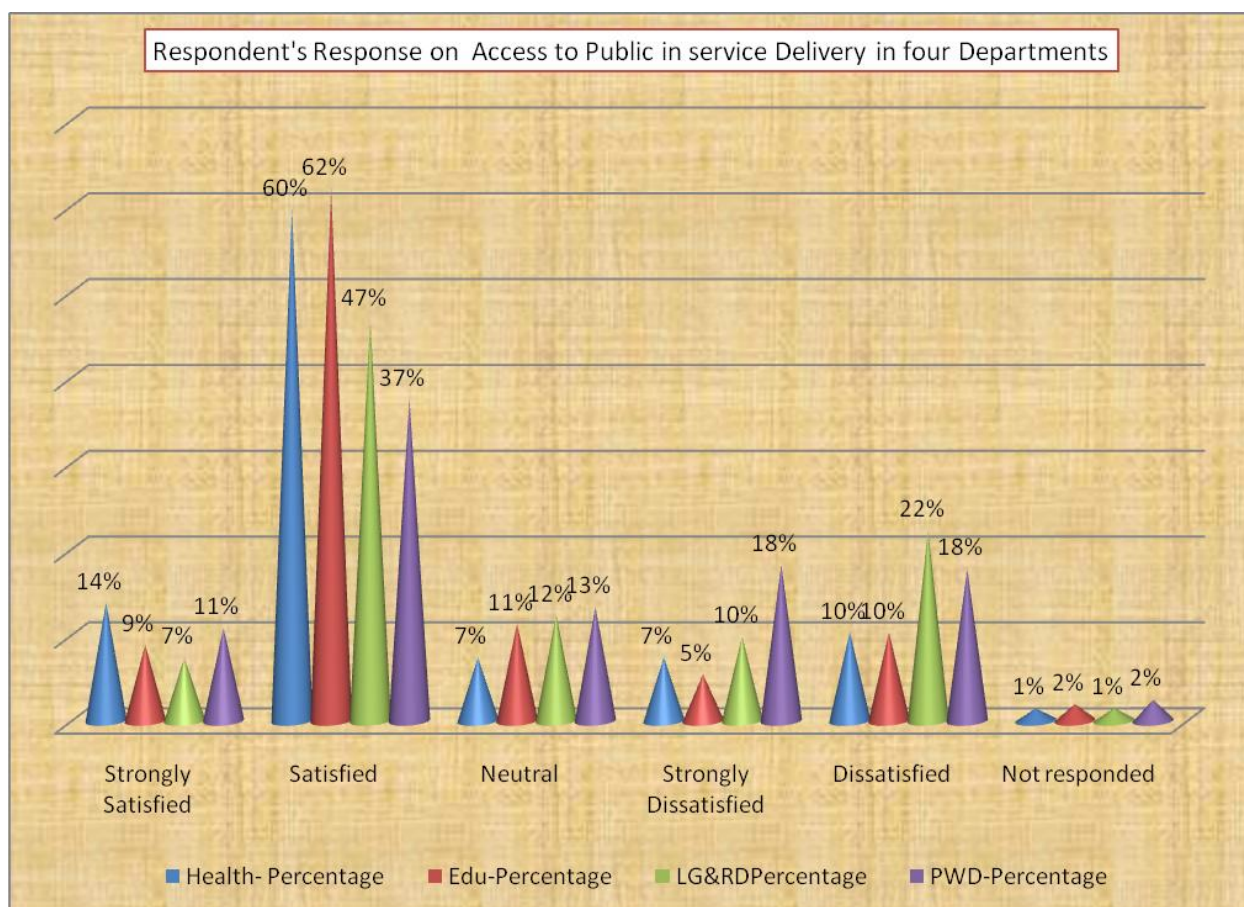
Level of Satisfaction/Dissatisfaction	Health Percentage	Education Percentage	LG&RD Percentage	PWD Percentage
Strongly Satisfied	14%	19%	9%	7%
Satisfied	55%	54%	43%	40%
Neutral	11%	12%	20%	17%
Strongly Dissatisfied	6%	5%	9%	13%
Dissatisfied	11%	9%	16%	20%
Not responded	2%	1%	2%	2%
Total	203	100%	100%	100%

The data shows a continuing increase in satisfaction level in all four departments of government of Gilgit Baltistan in project period. The project has contributed to increase the professionalism in officials of the mentioned departments. During the KIIs with government officials it was worthily mentioned that the project activities have provided them strengths professionally as well behaviorally. The data suggests that the project contributed to an increase in change of public servant's attitude towards community.

During the FGDs with CBOs, LSOs, CSOs and general community, it was noted that public is satisfied with the project's activities and they mentioned that public servants who has participated in the project behaves differently than the officials who didn't participated in the project activities even within the target departments.

Lower staff of mentioned departments pointed out that the project activities regarding accountability and transparency should be carried out with the top officials of all departments because they could not ensure transparency and accountability in departments. Higher authorities are the key responsible and they can ensure the transparency and accountability within the departments and lower staff like assistants, and clerical staffs follow the directives of the higher authorities. The project has involved the lower staff of the target departments as well. Although the lower staff mentioned that it improved their professional skills but they can't ensure transparency and accountability in their respective departments.

Table: access to public in service delivery of Education, Health, PWD and LG&RD departments.



The table shows that public satisfaction level is higher than dissatisfaction in all four target departments which supports that education, health, PWD, LG&RD has made a progress to ensure good governance and transparency in their relevant departments.

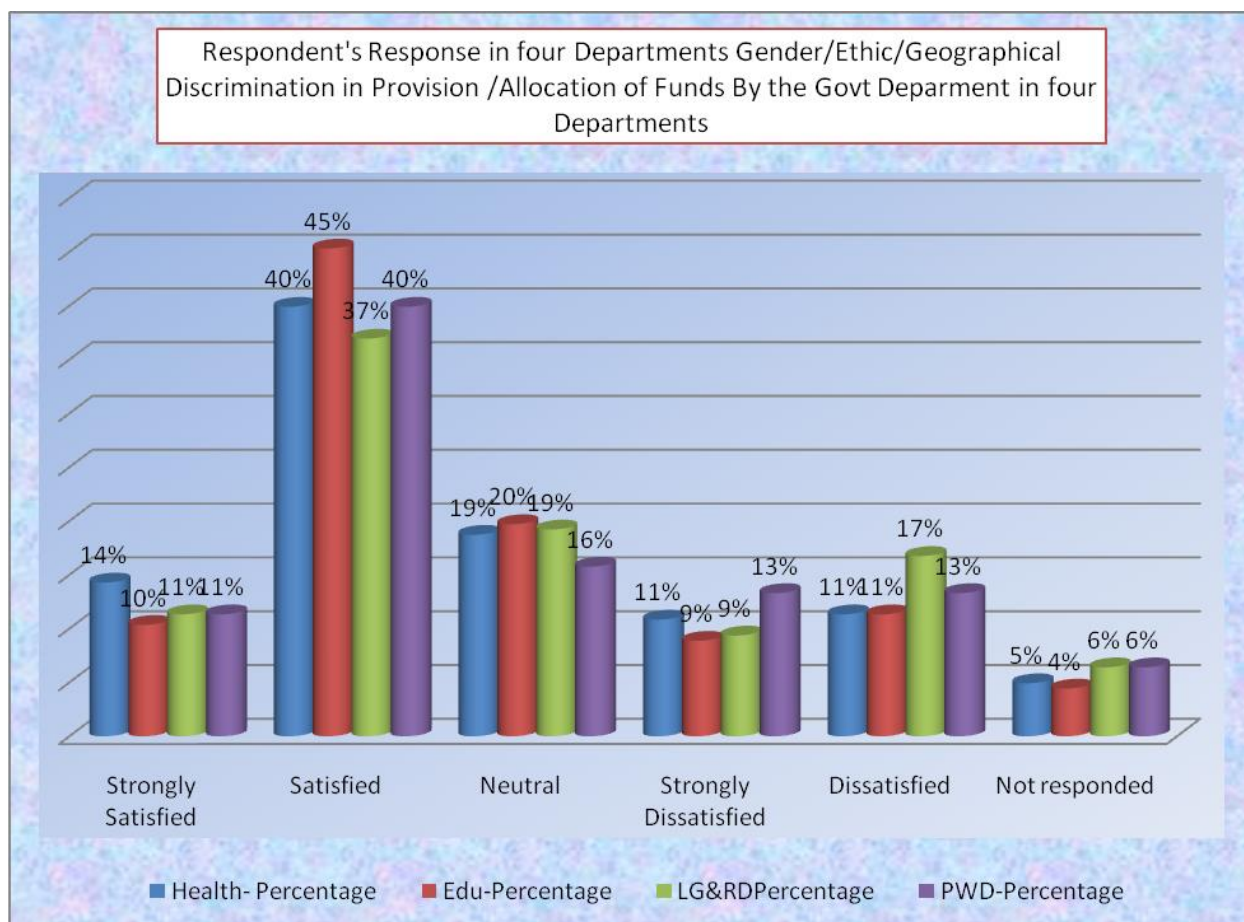
To ensure transparency and accountability the project has conducted union council level, district level and provincial workshops for officials and members of CSOs and community representatives. During these workshops, the participants have floated a public chartered demand to ensure the transparency and accountability. They have mentioned that GoGB should appoint all the appointments from grade 5 to 14 through NTS and grade 15 to above through public services commission. The project and community has lobbied and recently GoGB has announced more than 700 posts of teachers (BPS-14) to appoint through NTS. This is a great achievement of the project because historically education department was considered as most corrupt department in appointments. There are stories that and even enough evident are available in society that just matriculates are preferred on the master degree holders because they have paid bribery to the officials.

In response to this public chartered demand, GoGB has initiated the education policy which was lacking previously. Initial framework of the education policy has been approved from Gilgit Baltistan legislative assembly in February 2016 and the minister education has requested KAEED to render their helping hand to devise complete education policy. This is another fabulous achievement of the project activities.

The project has worked closely with health department as well and it remained in focus in public trainings and consultative workshops. In the public chartered demand it was recommended to increase 50% salary of the doctors working in Gilgit Baltistan and private practice for these doctors must be restricted. The GoGB has accepted the demand and working to create health policy and increase salaries of the doctors initially prior to restrict private practice. Moreover, it was also demanded that, professional doctors who avail scholarship and admission on the special quota of Gilgit Baltistan will be restricted to offer their services at least for five years in Gilgit Baltistan especially in the rural areas of GB. It is a very important success of the project in health sector to ensure public service delivery for general public especially rural communities.

Regarding LG&RD, the government is working to develop policy about the project identification, implementation. However, after 18th amendment, LG&RD was transferred to provincial government but GoGB has no rules and laws regarding LG&RD. after project activities, government has initiated to formulate rules and regulations for LG&RD which is in final stage and after completion it will be passed from the Gilgit Baltistan Assembly. This is a remarkable achievement of the project. After policy development and formation of rules and regulations the department will ensure transparency and accountability within its projects and offices.

Table: Gender/-Ethnic/Geographical Discrimination in Provision /Allocation of Funds by the Government Departments.



The table shows that satisfaction level of community regarding all types of discrimination on fund allocation in the four target departments has been increased in the project life. It shows that favoritism and all types of discriminations (gender, ethnic, geographical) are discouraged in the departments and this is a good gesture to ensure transparency and accountability in education, health, PWD and LG&RD departments.

Conclusion:

There are enough examples available on improvement of accountability and transparency in the target departments in project life. However, some complications still existed in different departments as community grievance and government lower staff mentioned. The level of transparency has been increased from low to intermediate as well.

Objective 3: Community Participation

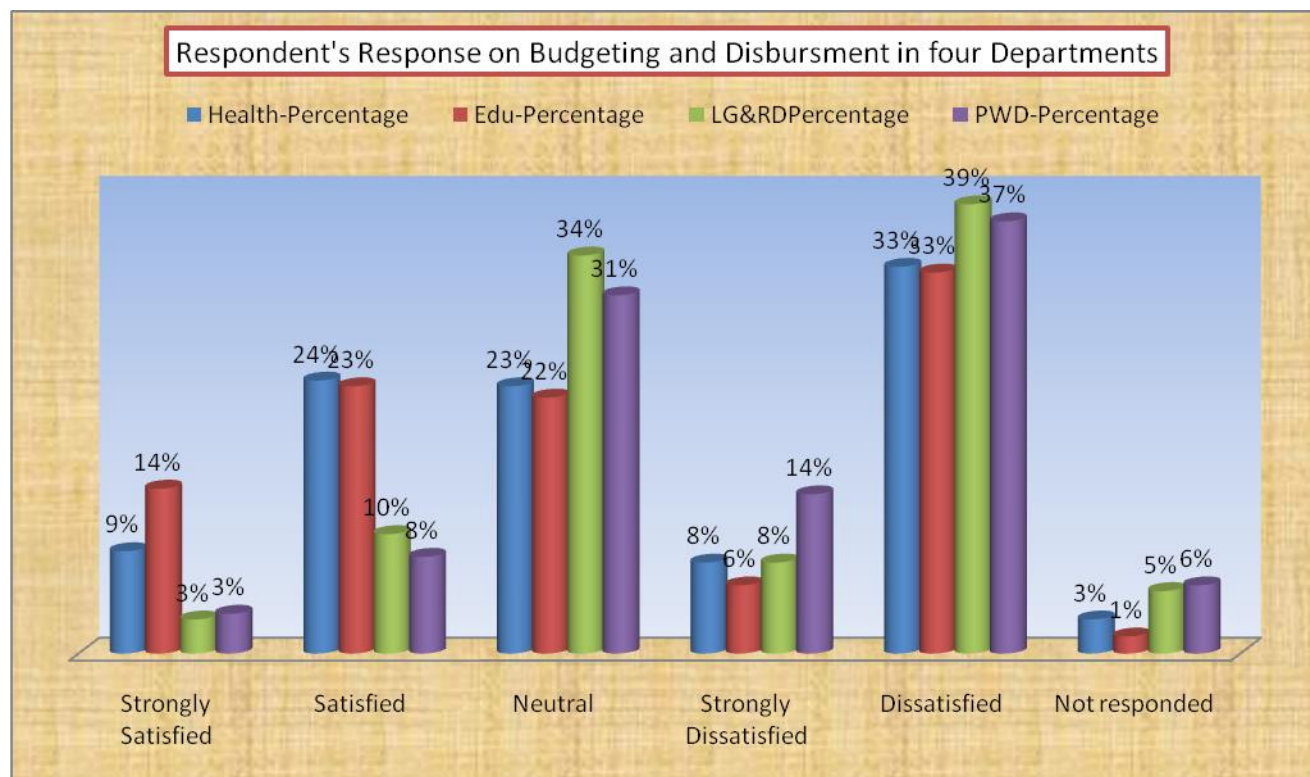
The specific outcome for this objective is to enhance community participation in utilization of public funds to ensure transparency and accountability in public sector departments. i.e. education, health,

LG&RD and PWD. However, it suggests increasing public influence on state to ensure transparency and accountability in public sector departments.

Intermediate Result 3 – Enhanced citizens’ participation and capacity to oversee/track budget of targeted departments i.e. Education, Health, LG&RD, Public Works Department (PWD) to increase transparency and accountability in Public Institutions

An objective of the CETA was to enhance community participation in utilization of public sector development funds and regular budgets of the line departments focused in the project. These public sector departments are directly involved with financial and development projects that have large impact on the social development and well being of communities. Public participation in budget development and fund utilization is a very tough area as government has its own procedures and financial policies that can’t be easily changed or influenced by the communities. Even government officials clearly stated that government has already introduced planning, financial departments for allocation of budgets for public sector development projects and it has well defined procedures for procurement and payments against each and every head of budget line. However, to ensure transparent payments government has established accountant general office, treasury office and AGPR and audits departments. To increase the public participation in budget allocation and expenditure public can choose their representatives in national and provincial assembly and through legislation public can be involved in budget allocation and expenditures.

Table: Budgeting and Disbursement:



The graph shows that public is dissatisfied on budget allocation and disbursement. Level of dissatisfaction is higher than satisfaction in all four departments of government departments. However, project has put large amount of struggle in the sector as mentioned by the public representatives in FGDs and KIIs.

Relevance:

Relevance refers to the extent to which the objectives of the project were consistent with the beneficiaries' requirements, project needs and partners' policies. The analysis focused on how relevant was the project design and implementation in terms of achieving expected results of change in and impact on stakeholders and community members as a result of this intervention.

Evaluation findings indicate that the project was very relevant as it aimed at contributing to the realization of building capacity of community and improving transparency and accountability in four public sector departments (education, health, PWD, LG&RD) functioning under government of Gilgit Baltistan.

The design of the project was clear with reference to intended activities and goal of the project. The respondents were of the view that they have the ability to influence the target audience, government departments and were confident.

Effectiveness:

The effectiveness criterion refers to the extent the project's results were attained and the project's specific objectives achieved. The evaluation analyzed to what extent the project design, outputs and activities were effective and successful in delivering planned outcomes and goal.

Evaluation results reveal a high degree of effectiveness as reflected by the achievements of the planned activities. The major planned project activities were achieved with minor deficiencies. The Capacity Development and sensitization of project stakeholders took place.

Efficiency:

The assessment of project efficiency focused on how well the various activities transformed the available resources into the intended results or outputs, in terms of quantity, quality and timelines. The evaluation analyzed to what extent the activities of the project have been delivered efficiently in terms of resources and time.

The evaluation reveals that the completion of planned activities demonstrates the cost-effective nature of the project. The project completed its activities within given budget and timeline in effective manner.

8. Comparative analysis of findings of baseline and end line study

	End line				Base line			
Theme	Health	Education	LG&RD	PWD	Health	Education	LG&RD	PWD
budgeting and disbursement	33%	37%	13%	11%	8%	9%	8%	8%
Community involvement in project identification, implementation	35%	41%	43%	15%	14%	17%	10%	12%
Policy development and implementation	13%	20%	12%	5%	13%	16%	13%	14%
Awareness about procurement policy	18%	23%	9%	6%				
Transparency in Capacity building of staff	59%	68%	51%	48%				
Transparency in Staff transfer	62%	69%	51%	48%				
Public servant's Attitude towards community	69%	73%	52%	47%	21%	28%	13%	15%
Access to public in service delivery	74%	71%	54%	48%	24%	32%	27%	28%
Gender/ethnic/geographical discrimination in provision/allocation of funds by the govt. departments	54%	55%	48%	51%	12%	12%	8%	8%
Gender/ethnic/geographical discriminations in	59%	58%	51%	45%	10%	11%	6%	5%

recruitments/appointments in govt. department								
Community role in public official accountability	25%	27%	15%	13%	11%	11%	11%	10%

The above table shows the change in Base line and end line survey of the project. Some areas such as awareness about procurement policy and transparency in capacity building of staff were not mentioned in the baseline. We could not found any data about these two themes while other themes of transparency and accountability has been assessed.

1. Budgeting and disbursement

In transparency and accountability budget is the main and basic head. Therefore it was focused as prime and main theme of the study. In base only 8% people were satisfied from the health department, 9% in education, 8% people were satisfied from the LG&RD while 8% people were satisfied from PWD department. On the other hand in end line the satisfaction level has been increased and 33% respondents were satisfied from health department, 37% from education, 13% LG&RD and 11% respondents were satisfied from PWD. This shows increase in satisfaction level because of project intervention.

2. Community involvement in project identification, implementation

Community involvement in project identification and implementation is second important step to create transparency in developmental projects. Satisfaction level of the respondents in baseline about the target departments was like 14% health, 17% education, 10% LG&RD and 12% respondents were satisfied from PWD. While in end line this satisfaction level increased because of the project intervention like that: 35% respondents were satisfied from health, 41% education, 43% LG&RD and 15% respondents were satisfied from PWD.

3. Policy development and implementation

Policy plays a vital role to create transparency in any public sector departments. the satisfaction level of the respondents were such as: only 13% respondents were satisfied from health department, 16% respondents were satisfied from education department, 13% LG&RD and 14% were satisfied from PWD. While in end line this ratio remain same about the policy development and implementation with slight changes, 13% respondents were satisfied about the policy development and implementation of health department which was same as in baseline survey report. 20% respondents were satisfied about the policy development and implementation, this ration was increased because the education department has initiated policy development after project intervention however this was not publicly announced and mostly citizens are not aware about the educational policy. 12% respondents were satisfied about LG&RD and 5% respondents were satisfied. This ratio has been decreased even.

4. Awareness about procurement policy

Awareness about procurement policy was a theme to discuss in end line but it was not discussed in base line and no any data has been found in base line survey about awareness about procurement policy. End line data shows that 18% respondents were satisfied from health department under this theme and 23% education 9% LG&RD and 6% in PWD.

5. Transparency in capacity building of staff

In transparency capacity building is a main factor therefore it was considered in end line while no any data has been found about the professional capacity building of staff of these target departments. End line shows that satisfaction level of the respondents is more higher than 50%. About health department 59% was satisfaction level, 68% respondents were satisfied about capacity building of staff of education department. 51% respondents said that they were satisfied about capacity building in LG&RD and 48% respondents said that they are satisfied in transparency in capacity building of staff.

6. Public servants attitude towards community

As, public servants are employed to provide services to general public in their respective fields. Therefore it was considered as an important theme to measure. In baseline it was also measured and results were such as: 21% respondents were satisfied from staff of health department, 28% about attitude of staff of education department, 13% LG&RD and 15% PWD. In End line the attitude of the public servants has been felt changed and 69% respondents said that attitude has been changed, 73% in education, 52% in LG&RD and 47% in PWD.

7. Access to public in service delivery.

The target department such as health, education, LG&RD and PWD are the department with mandate to public service delivery in their respective fields. However, in baseline on 24% respondents were satisfied of the services offered by the health department, 32% said that they are satisfied of the services offering by the education department, while 27% LG&RD and 28% about PWD. While this ratio of satisfaction level has been increased and 74% respondents said that they are satisfied of the services provided by the health department. 71% respondents were satisfied about the services of education department, 54% and 48% respondents were satisfied of the services provided by the LG&RD and PWD respectively after project intervention. This is a very encouraging for the project and CVP.

8. Gender/ethnic/geographical discrimination in provision/allocation of funds by the govt. Departments.

Discrimination is a curse in its all forms and types, however it was considered to measure in base line and end line. In base line data shows satisfaction level of the respondents about discrimination in its all above mentioned types. 12% respondents were satisfied in health, 12% in education, 8% in LG&RD and 8% in PWD. It means dissatisfaction level is more than satisfaction level in baseline. While in end line satisfaction level has been increased 54% in health, 55% in education, LG&RD 48% and 51% in PWD. It is a good gesture for the project because the satisfaction level of the respondents has been increased after project intervention.

9. Gender/ethnic/geographical discriminations in recruitments/appointments in govt. department

Discrimination in staff appointments is a factor to be measured therefore it was measure in all departments in base line and end line. In base line satisfaction level of respondents was like as: 10% in health, 11% in education, 6% LG&RD and 5% PWD while satisfaction level has been increased in end line and 59% in health, 58% in education, LG&RD 51% and 45% in PWD. Satisfaction level has been increased in end line after implementation of project.

10. Community role in public official accountability

Community role in public official's accountability is the main theme so it was measured in both reports. In base line only 11% respondents were satisfied in all three health education and LG&RD and 10% respondents said that they are satisfied of the PWD. While in END line it was increased by mention the people that government official's accountability is beyond the public as government has its own system of accountability therefore 25% respondents said that they are satisfied about health department, 27% about education, 15% LG&RD and 13% PWD. Respondents usually mentioned that government has not introduced any public accountability system in government department therefore it should be focused in future.

9. Conclusions

Based on the findings of the study the following conclusions were drawn:

- a. The project has accomplished all the out puts in terms of conducting field activities with minor deficiencies.
- b. Relevant stakeholders were targeted and were engaged in different project interventions.
- c. Capacity development and sensitization of project stakeholders was done.
- d. The knowledge and skills of relevant stakeholders were developed and they were sensitized to create room for the community participation in public sector project identification and implementation.
- e. According to the beneficiaries and partners, the project succeeded in creating a sense of responsibility among government officials to ensure transparency and accountability.
- f. The project has enabled citizens to recognize their role and responsibility to avail the public service delivery from the identified four departments of the project and to develop working relationship with government departments.
- g. The project engaged local experts for provision of technical and professional input in different project interventions who delivered need based services according to the local norms and culture.
- h. There is a need to put more emphasis on creating awareness among masses especially in rural areas through meetings, conducting workshops, seminars etc. Furthermore, general public requires more awareness about project identification, implementation, budget allocation and disbursement. Moreover, more struggle requires to put on public participation in budget allocation and disbursement.

Recommendations:

On the basis of qualitative and quantitative data the following recommendations has been proposed.

- The project has selected four departments as the project capacity was not of like that to improve all the four public sector departments therefore to get better results, a project may focus on a single department to ensure transparency and accountability.
- All the four mention departments of government have not developed any type of policy such as financial, HR, recruitment, and other related policies. In future any project may focus on policy development and create awareness about the policy in citizens.
- To ensure transparency and accountability mostly higher authorities are responsible in government departments therefore higher authorities like secretaries, directors, ministers and legislative members should be provided training rather provide the training to lower staff who has no authority in decision making.
- To create awareness and harmony among government departments and general public a plate form can be provided where government officials and general public may share their issues and discuss to find out better solutions in collaboration
- The project can be extended to ensure the transparency and accountability by keeping above suggestions in view.
- Gilgit Baltistan is a novice province in Pakistan and has little legislation about all departments therefore, the project and CVP may focus legislation to ensure transparency and accountability.
- The project has focused only two districts therefore it is strongly recommended to extend this project to rural areas and other districts of GB
- Public is not aware even about the basic rights of their own in public sector development projects. Even they don't know how to present and where to present their demands therefore, the project may extend to create awareness about the procedures of projects identification and implementation process especially in rural areas.
- To create awareness about transparency and accountability, schools and colleges can be focused where mostly youth can study and this can be included in their curriculum by negotiating with education department.

Access to information law has been passed from national assembly but it is not implemented in Gilgit Baltistan therefore, steps can be taken to create awareness about the law in offices and general public.

Annex A:

Karakoram Associates for Educational and Economic Development

End Line Survey of CETA, by PMCC,GB

CONSENT

Assalam-o-Alaikum,

I am -----, from PMCC, GB on behalf of Karakoram Associate for Educational and Economic Development Gilgit, conducting end line survey of “Community Engagement transparency and accountability” in four government sectors (education, health, PWD and LGRD) in GB.

The main purpose of the study is to gauge the impact of the project on transparency and accountability in the governance system in the four public sectors of GB pertaining to awareness, accessibility and service delivery.

In order to get information about impact/change, we need some information from you. We will ask a number of questions, which will take about 20 to 30 minutes. There is no risk involved in this study except your valuable time. There is no direct benefit to you also. However, the results of the study may help us to formulate guidelines for policy making in Gilgit Baltistan for improving governance in the above mentioned sectors. You are free to choose to participate in the study. You may refuse to participate without any loss of benefit which you are otherwise entitled to. You may also refuse to answer some or all the questions if you don't feel comfortable with those questions.

The information provided by you will remain confidential. Nobody except consultant and the head of KAEED will have an access to it. Your name and identity will not be disclosed at any time. If you have any further questions you may contact the Project Manager of KAEED-CVP project.

Your participation in this survey is completely voluntary. There will be no cost for you to join other than the time you spend with us. We would highly appreciate your cooperation.. We would highly appreciate your cooperation and assistance.

Do you freely consent to participate in the programme?

Respondent's name _____ Date: _____

If respondent agrees to be the part of interview; please continue with the survey. If respondent refused to be the part of the survey; discontinue the conversation.

INTERVIEW PROTOCOL

QUESTIONS FOR GOVERNMENT OFFICIALS

1. What was your learning participating in “Citizen Engaged Transparency and Accountability” project?
2. What positive changes do you see in your perceptions and practices?
3. What were the positive impacts of this project in your activities?
4. How did this project helped in the capacity building of your professional staff
5. What areas for improvement you see in the planning and implementation of such projects
6. Do you think it appropriate if communities are involved in the public sector affairs for making the services more transparent and quick?
7. How could you see this project make sure the involvement of target communities during formulation of annual development plan?
8. At what level did “Citizen Engaged Transparency and Accountability” project has been able to communicate the concept of good governance, transparency and accountability to the participants
9. What is your perception about the adoption of participatory development approaches for ensuring transparency and accountability of service providers.

Annex B: INTERVIEW PROTOCOL

QUESTIONS FOR THE CBO AND LSO REPRESENTATIVES

1. To what extent this project helped you understanding about the overall performance of the government education, health, LGRD and PWD?
2. Did this project provide enough information about the accountability and transparency processes and role of citizens for ensuring public sector accountability?
3. Is there any perception change that you can play a role in the planning and implementation of public sector projects?
4. Do you think any changes have occurred in professional behavior of the government officials after participating in the CVP project?
5. How do you see change in the perception and practices in bringing transparency and accountability in public projects of the above mention departments?
6. How do you see change in the state of community participation in the public sector development projects after the implementation of this project?
7. What are the mechanisms to follow by the community after participating in these project activities to ensure the community participation in developmental projects?
8. What do you suggest to KAEED to implement such kind of projects for further strengthening of the community participation?
9. What kind of information mechanism is introduced by this project to get knowledge about the process, procedures and practices of budgeting and disbursement in the public sector development projects?
10. Are you aware to get information about the procurement policy of above mentioned departments after participating in project activities and how will this knowledge help the community?
11. Did the project provide opportunity to share your concerns with the officials of relevant departments and the legislators?
12. Are you satisfied with the bidding and tendering systems in the identified public sector departments?
- 13.

Annex C: GUIDING QUESTIONS FOR

THE FOCUSED GROUP DISCUSSION FOR GENERAL COMMUNITY

1. How do you see change in the perception and practices of the overall performance of the government education, health, LGRD and PWD? If you are satisfied can you highlight some of the good practices that you have experienced while interacting with these departments after participation of government bodies in this project?
2. How did this project ensure the community participation in the public sector development projects?
3. What do you suggest KAEED to replicate such type of projects for the further strengthening of the community participation in public sector development projects?
4. How did this project bring an awareness about the existing policies, procedures and practices to ensure transparency and effective accountability in public sector departments? At what level has this project been able to ensure transparency and accountability in public sector departments, with the development and implementation of policies, procedures and practices how does the general public be satisfy with the improvement of accountability and transparency?
5. How does the project help community in project identification and implementation of government initiated projects?
6. At what level the project activities have been able to maximize community participation in this process?

Annex D; Questionnaire

Complete the information below for each respondent:		
District: _____ Tehsil: _____		
Union Council : _____ Village/ Town: _____		
URN Number (to be filled in office): _____		

Visiting Status		
Interviewer's Name	Date of visit [DD/MM/YYYY]	Visit Result Codes
		1. Complete 2. Not at home 3. Postponed 4. Partially complete 5. Refused

Editing and Entry details		
	Name	Date [DD/MM/YYYY]
Editing by data collector in the Field		
Editing by field supervisor in the field		
Editing at Gilgit office		
Data entry at Gilgit		

Remarks: _____

Preliminary Profile of Respondent				
S. No	Question	Response Detail		Code
1	Name			
2	Gender	Men	women	
3	Age	Write age in years:		
4	Education	Un Educated 2. Middle 3. Metric 4. Intermediate 5. Graduate 6. Post graduate, 7 Ph.D 8		
5	Marital Status	Unmarried 2. Married 3. Divorced 4. Separated 5. Widowed / Widower Other (Specify) _____		
6	Any disability/difficulty (If)	Visual Physical 6.Others (Specify) (Multiple response can occur)	2. Hearing 3. Speech 4. Mental 5.	
7	Profession	Agriculture 2. Labor 3. Business person 4. Govt. employee Private/Self Employed 99 Other(please specify):		
8	Social status	General public 2. Social activist/worker 3. Affiliated with civil society organization 4. Lumberdar 99. Other (Please specify):		
9	What is your mother tongue?	Shina 2. Brushki 3. Wakhi 4. Balti 5. Khuwar 6. Domaki 99. Other (Please specify)_____		
10	Religion?	Islam 2. Hinduism 3. Christianity 99.Other (Please specify)_____		

Quantitative tool

Governance Related Questions					
Department	Health	Education	LG&RD	PWD	Comments
Themes					
budgeting and disbursement					
Community involvement in project identification, implementation					
Policy development and implementation					
Awareness about procurement policy					
Transparency in Capacity building of staff					
Transparency in Staff transfer					
Public servant's Attitude towards community					
Access to public in service delivery					
Gender/ethic/geographical discrimination in provision/allocation of funds by the govt. departments					
Gender/ethic/geographical discriminations in recruitments/appointments in govt. department					
Community role in public official accountability					

Note: kindly rate your level of satisfaction about overall performance of the govt. departments
Kindly use the below key to fill the form

Keys

Strongly dissatisfied: 1

Dissatisfied: 2

Neutral: 3

Satisfied: 4

strongly satisfied: 5

Not responded: 99

