



Community Engaged Transparency and Accountability

End Line Survey Report



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This report was made possible with financial support from the American People through USAID, CVP project. Content is the responsibility of KAEED not do not reflect the opinion of USAID or the American people or US State.

Acronyms

CVP	Citizen Voice Project
KAEED	Karakoram Associate 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 headquarter Hospital
CETA	Community Engaged Transparency and Accountability
LG&RD	Local Government and Rural development Department
GB	Gilgit Baltistan
FGDs	Focused Group Discussions
KIIs	Key Informant Interviews
ESGO 2009	empowerment and Self Governance Ordinance 2009 (Gilgit Baltistan)
NHA	National Highway Authority
PTSMCs	Parent Teacher School Management Committees

Declaration and Acknowledgement

The end line survey report of Community Engaged Transparency and Accountability project presents analysis and results of the project implemented by Karakoram Associates for Educational and Economic Development (KAEED) in financial support from USAID under its Citizen Voice Project (CVP). The project has main objective of improving the public accountability and transparency in four major public sector department's i.e Health, Education, LG&RD and PWD in Gilgit and Skardu districts of Pakistan.

We wish to offer gratitude to United States Agency for International Development (USAID) and American people for their kind financial support under Citizen Voice Project (CVP).

We further desire to thank all who made it possible for us to complete this evaluation in a timely manner despite many challenges especially during disasters in Gilgit Baltistan and our team remained stuck in Skardu for ten days because of disaster in GB. Further during the disaster we faced severe shortage of electricity, petroleum products, communication facilities i.e internet, telephone, blockage of roads and even shortage of daily consumables which caused to slow down our activity and we thanks to all people who has cooperated our team in Skardu and in remaining times in Gilgit in particular:

- Mr. Bulbul Jan Executive Director, Mr. Ali Muhammad Faizi, Sher Baz, Ahmad Ali Jan, Ms. Saima Saleem and Ms. Shahana Bibi Chairperson of Karakoram Associate for Educational and Economic Development GB for their support throughout this assignment, briefed us, provided us good understanding of the various dimensions of the project, supported us in field to conduct FGDs, meetings with LSOs & officials, provided access to documents, sharing valuable ideas before and during field work, supported the survey team in data collection, and provided us valuable information and logistic support.
- Mr. Razzaq, Khadim Hussain, Amjad Ali, Ms. Tasneem and Hasina Bano for working hard in hard areas and time to collect the data from field in Gilgit region.
- The officials of education, Health, LG&RD, PWD departments who provided valuable information regarding the role of their respective department.
- All the members, chairpersons and managers of LSOs, in Gilgit and Skardu who provided us valuable information and shared perceptions about the target departments, and provided us opportunity to visit their offices to conduct FGDs with their members.

- Mr. Imdad Hussain, Mr Ali, Mr. Ishaq Hussain, Mr. Rehmat and Ms. Nusrat to help the team in Skardu
- The members of LSOs, educational networks, CBOs who spent considerable time to meet us and shared their views and experiences regarding the project;
- The survey team, which managed to collect and deliver a large amount of data in a fairly short time period; and the data entry team, which worked overtime to enter the data as soon as the first questionnaires were in, under the able guidance of Mr. S U Baig, who did an excellent job of data management and analysis
- At last but not least, to Mr. Zahid Malik Coordinator and Ms. Nudhrat Mufti from Community Voice Project of USAID for providing feedback timely and grating enough time for incorporation and editing.

We, on behalf of KAEED assert that the data collected during the survey from the various stakeholders is the asset of the persons involved in the study.

The survey report does not replicate the views of KAEED and USAID/CVP. All the information, data, perceptions and suggestions of the report presents the perceptions and ideas articulated by individual respondents and key informants during individual interviews and focus group discussions conducted with community members, CBOs, LSOs, government officials, political leaders and youth at all the targeted locations in the jurisdiction of the project.

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 impact imparted after implementation of the “Community Engaged Transparency and accountability” project being implemented by KAEED.

The project concentrates on the following three 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 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 (Empowerment and Self Governance Ordinance 2009) ESGO 2009. Strengthening the capacity of public sector administration and governance institutions and

¹ Gilgit Baltistan Economic Report, Broadening the Transformation, 2011

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

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

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.

3. Stakeholders and Geographical Jurisdiction

The project focused on multiple stakeholders during the project life; they include General Community, CBOS, LSOs, including government line departments especially i.e. health, education, LG&RD and PWD. The project has worked with government officials, legislatives, 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. Purpose of the Study

Overall objective of the study is to assess the objectives 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.

5. Methodology of the Study

The project had collected quantitative and qualitative baseline data for project prior to start the project's activities and for end line qualitative and quantitative data has been collected as well. For this report a before-after design was used.

Table 1: Evaluation Design

	Before	After	Change
Experimental	X1	X2	X2-X1

The evaluation methodology included a team of enumerators and supervisors and qualitative evaluation has been conducted by the supervisors and quantitative data has been collected by the enumerators under supervision of supervisors. To gauge the changes after project intervention, it was important to use same or similar tools used in base line survey to provide comparable data for before –after design. For this survey study same tools has been used with changes in context of project document. These tools are quantitative forms to gauge the themes of transparency and accountability; FGDs and KIIs questioner for qualitative data to assess the views of beneficiaries of the project. The detailed study methodology is given in **Annexure F**.

6. 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. SPSS and Excel spread sheets has been used to develop tables and graphs for analysis.

7. Discussions and Analysis

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

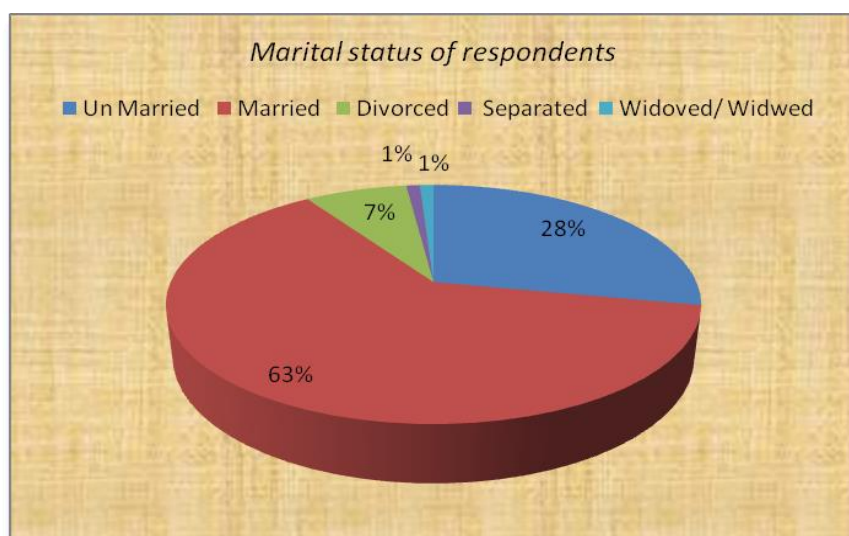
8.1 General Information of the Respondents

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%

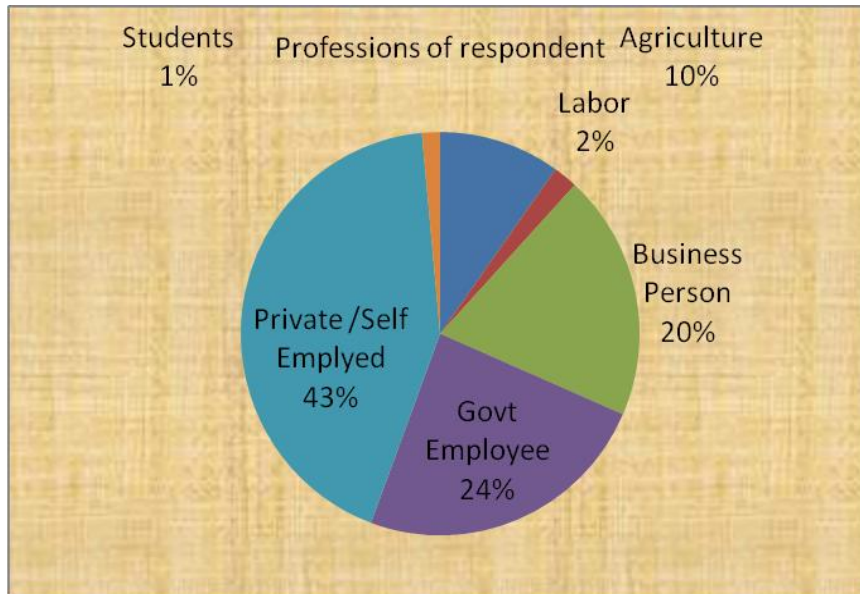


The table and graphs shows us that 63% of the total respondents were married and 28% were un married while 7% divorced and 1% each in widowed and sepatged.

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%

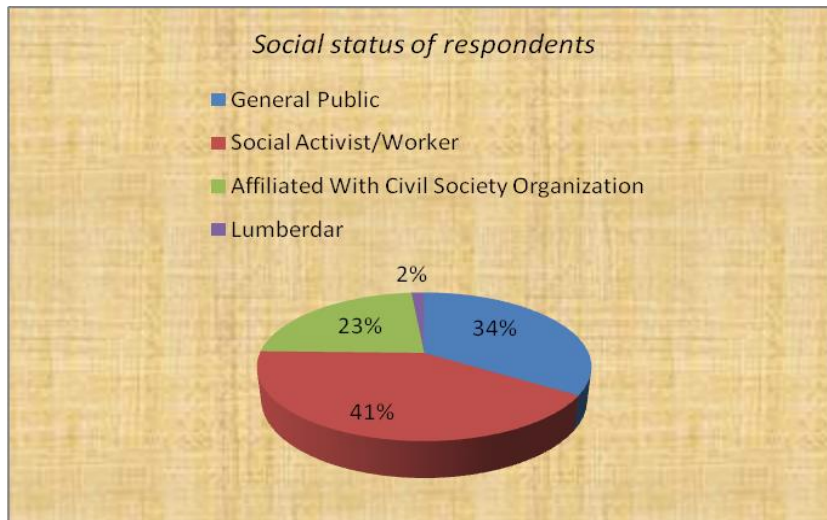


Above Graph and Table shows that 43% respondents were unemployed or self employed, 24% government employees while 20% were businesspersons, 10% were engaged with agriculture and 2% respondents were from general labour and 1% were students.

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%

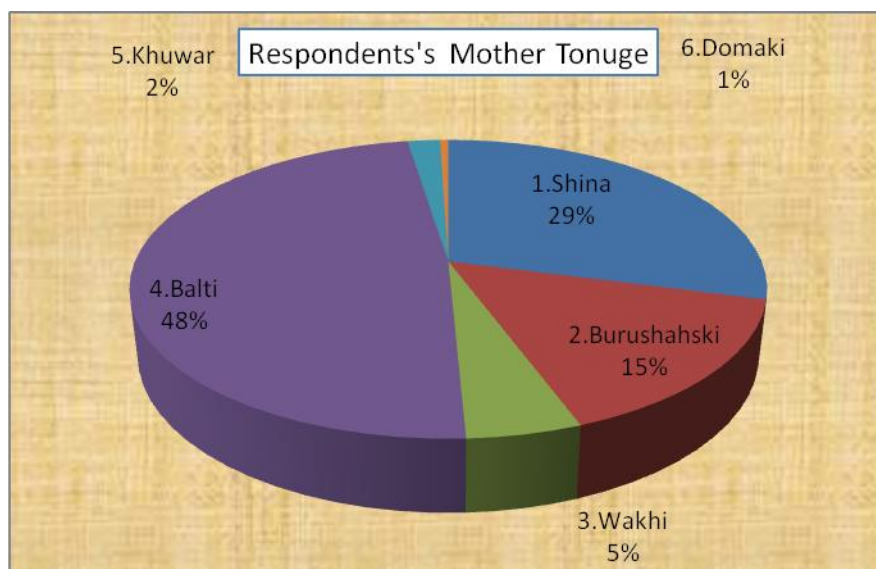


In the section, social activists were dominated as they are the active people of the society. Social activists were 41% and 34% people were from general public, while 23% respondents were affiliated with Civil Society Organizations and only 2% respondents were Lumberdars of their respective communities.

Mother Tongue of the Respondents

Respondents' Mother Tongue

Respondents' Tongue	Mother	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%.

Conclusion

Above discussion and data shows that the target population and sample was selected from different social groups, multi language speakers, ethnic groups and social status. It was a unique in nature because of its variety in sample size. The respondents of the FGDs, KIIs and quantitative questioner are 461 in total as sample size which is considerable quantity for a survey in two districts.

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 whom 134 were men and 102 were women. Study has conduct key informant interviews from government officials and total population was 22 in Skardu 12 officials were interviewed and while in Gilgit 10 officials of respective departments had participated in KIIs. Below is the summary of total survey sample.

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

8.2 KIIs participants' response

Key Informant Interviews were conducted with govt. officials of the relevant departments i.e. health, education LG&RD and PWD. Prior to initiate the interview a consent form has been duly sign to ensure secrecy about their information. It was assured the officials that their information shared with the interviewer will be mentioned in the report without mentioned their names to make them easy to share the ideas and information without hesitation in a neutral way.

8.2.1 Responses of health department's representatives

In response of the questions mentioned in questioner, there were almost two types of responses with consent that this project was very important and beneficial to create sense of responsibility on their job. The lower staff of the department like Admin Officers and UDCs mentioned that this project has benefited much to increase their professional development and provided awareness about the project cycle and management but to ensure the transparency and accountability high officials should be provided opportunity and they should be motivated to develop policies regarding finance, HR, procurement, trainings (professional development), transfers and fund allocation in different heads.

In health department an interviewee mentioned that “I am a simple junior staff, I follow the directions of my higher officials and even I didn't know about the internal budget allocation and expenditures. How I can ensure transparency and accountability in such a huge department” he has suggested that such types of projects should focus legislatives, secretaries, directors, account officers. However, in response of community participation in project identification, budget allocation and project implementation procedure a senior official of health department mentioned that “in health sector public identifies the projects of first aid posts, dispensaries, and hospitals through their elected representatives, we have no authority to identify and propose any project. Just we prepare feasibility plans and PC1 against these proposed developmental projects. For implementation, government has its own procedure, it advertises in newspapers and PPRA website for tenders after prequalification process government awards tender to the lowest bidder. The process goes through public works department and we have no any role in it and they are total responsible for the monitoring till completion of the project”

In response of staff appointments, training and transfers, it was almost agreed by the all interviewees that health sector has two types of employees i) professionals (doctors & medical staff) and administrative staff. DHO said that “the department can not hire a non technical staff for its professional services therefore, it is compulsory to ensure transparency in appointments

while for their professional staff generally we prefer technical officials for technical training and administrative people for non technical or say management trainings. However among these two main areas transparency needs to be ensured”.

Community participation was a main factor of the project (CETA) therefore, in response, an official mentioned that “we have developed health committees in rural areas but couldn’t develop and authorize these committees because of their lacks and facing shortage of staff within the department. This initiative is a step towards community participation in health sector project’s identification and public service delivery. However, it is a new step in government departments especially in health department therefore; it will take time to ensure community participation in health sector although it requires urgent improvements”.

In response of the participatory development, a senior official mentioned that “it is a very important method to be adopted in current global scenario, but in our system govt has its own procedures for community participation, an elected representative of the public is allocating funds with consent of his/her supporters, neither whole community is aware about the projects nor department. It depends upon elected representatives for project identification and community participation”. He further mentioned that “this procedure has its own merits and demerits, some time the elected representative allocates funds for such types of projects which are not feasible for whole community, but he/she wants to benefit his supporter and facilitate a target population”.

“Participatory development is a very important method to be adopted in current global scenario, but in our system govt has its own procedures for community participation, an elected representative of the public is allocating funds with consent of his/her supporters, neither whole community is aware about the projects nor department. It depends upon elected representatives for project identification and community participation”

In reply of the question “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” most of the respondents were agreed that the project has played a vital role to describe and sensitize the participants about good governance, ensuring transparency and accountability within their departments. It has provided practical steps in

development of project cycles, budget allocation, expenditure procurement and community participation.

8.2.2 Education Representatives' Responses

In near history education department of Gilgit Baltistan was considered in most corrupted and mismanaged public sector departments. anecdotal stories are very common about education department in GB that there are hundreds of teachers appointed by taking bribery from candidates and such people has been appointed even they were failed in tests or not present in test. Currently three senior officials of education department are in jail and facing cases in courts and many are suspended for investigation. Therefore, officials of education department were mostly hesitated to share information and even personal views. After signing consent form they agreed to interview hardly. It felt that officials were uneasy during the interview process. However, they shared their views and information very consciously. In Skardu two officials could be possible to interview as well as two in Gilgit.

A senior official of education department closed his office door and restricted to not allow any other person in his office during the interview process. After complete satisfaction he started to speak bluntly about the transparency and accountability. He studied the questioner first and shared his views like that

He further mentioned in response of community participation that “it has its own merits and demerits. Department has introduced SMCs, (School Management Committees) PTAs (Parent Teacher Associations) to ensure transparency and accountability in education. Schools have a small amount of budget to meet basic expenditures and we involved SMCs to ensure transparency. The chairperson is a signatory of the school account which is from community. Although community can be involved like that but we had a bad experience in a school in Jaglote where community has changed the chairperson and elected new chairperson for the SMC. After three days previous chairperson has shot down the new elected chairperson when he had asked to change the signatory from bank. It was a very crucial issue”.

“you people ask us about quality of education, public service delivery, transparency, accountability and community participation; how we will ensure while every official from other

department pose pressure on education department for appointments, transfer and all types of evils. They pose pressure to transfer their relatives, family member even wives to transfer on their will. Teachers are considered public servants and government teachers but here the case is different totally. From beurocracy to legislatives, from judiciary to law and order agencies, from religious leaders to political leaders say that this teacher is my person, don't touch if we try to transfer any teacher to even his or her actual post. Look! There is a high school in rural areas where only four teachers are working while there are twenty six teachers in a primary school in the main city. How we will ensure quality education and public service delivery. Political leaders announce in the public to upgrade their primary and middle schools just to get favor from public but we have no financial and human resources to meet these challenges". However, at the end he recognized the CETA project initiatives and mentioned that because of the CETA project initiatives the department has initiated and even get approval of framework of education policy from legislative assembly and now department is working on education policy which will be completed very soon. He further mentioned that because of the project efforts now we have announced more than 700 vacancies of teacher to be appointed through NTS, which is a good gesture towards transparency and accountability"

A senior official of education department closed his office door and restricted to not allow any other person in his office during the interview process. After complete satisfaction he started to speak bluntly about the transparency and accountability. He studied the questioner first and shared his views like that "you people ask us about quality of education, public service delivery, transparency, accountability and community participation; how we will ensure while every official from other department pose pressure on education department for appointments, transfer and all types of evils. They pose pressure to transfer their relatives, family member even wives to transfer on their will. Teachers are considered public servants and government teachers but here the case is different totally. From bureaucracy to legislatives, from judiciary to law and order agencies, from religious leaders to political leaders say that this teacher is my person, don't touch if we try to transfer any teacher to even his or her actual post. Look! There is a high school in rural areas where only four teachers are working while there are twenty six teachers in a primary school in the main city. How we will ensure quality education and public service delivery.

Another senior official of education department said that "the project is a first step in education department to ensure transparency and accountability and it provided us good information,

knowledge and skills to design projects cycles, and create transparency and accountability”. He further mentioned in response of community participation that “it has its own merits and demerits. Department has introduced SMCs, (School Management Committees) PTAs (Parent Teacher Associations) to ensure transparency and accountability in education. Schools have a small amount of budget for expenditures and we involved SMCs to ensure transparency. The chairperson is a signatory of the school account which is from community. Although community can be involved like that but we had a bad experience in a school in Jaglote where community has changed the chairperson and elected new chairperson for the SMC. After three days previous chairperson has shot down the new elected chairperson when he had asked to change the signatory from bank. It was a very crucial issue”.

“The officers from the departments whose basic responsibility is to ensure transparency and accountability i.e. judiciary, special agencies, investigation agencies, and law enforcement agencies put pressure on officers of education department. If any officer doesn’t fulfill their demands, they don’t hesitate to punish him by any means”.

In Skardu, an official mentioned about the project identification, implementation and community participation that “community is totally responsible for their projects’ identification and implementation because they elect their representatives who propose ADPs annually. We just prepare feasibility reports under directions of planning department. We are not authorized to change the project site, and nature, simply we are working like clerical staff in these offices. Since, govt has defined criteria for establishment of schools. We have to calculate distance, population and access to establish a school of different level. But mostly schools were established under political pressure and department couldn’t follow its own rules in establishment of education projects”. He further agreed the “external pressures on education department from officials of other departments as well as political and religious leaders” Moreover, with a hesitation he quoted that “even the officers from the departments whose basic responsibility is to ensure transparency and accountability i.e. judiciary, special agencies, investigation agencies, and law enforcement agencies put pressure on officers of education department. If any officer doesn’t fulfill their demands, they don’t hesitate to punish him by any means”.

He was optimistic and said that this tradition is going to be discouraged because of such projects which create awareness among professionals, political leaders as well as general public. If general public will be aware about their rights they initiate accountability by asking about better services from the public

However, he was optimistic and said that this tradition is going to be discouraged because of such projects which create awareness among professionals, political leaders as well as general public. If general public will be aware about their rights they initiate accountability by asking about better services from the public sector departments. GB Government intends to develop policies for different departments as framework of education policy has been approved from legislative assembly and under process for completion.

A junior officer of education department has pointed out that “in recent history we have seen such cases that teachers pay 2 to 5 thousand rupees as salary and provide alternative teachers to schools. These teachers are hardly

“In recent history we have seen such cases that teachers pay 2 to 5 thousand rupees as salary and provide alternative teachers to schools. These teachers are hardly literate or matriculate. Such types of cases have been noticed more in female teachers although this is practiced in male teachers as well. But this practice has been controlled because of such types of projects which created awareness among masses who conveyed the cases to relevant offices and department has tacked strict actions against such cases”

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8.2.3 Responses of LG&RD Representatives

LG&RD is a regular department of government having mandate of working in small level projects of basic infrastructure like water & sanitation, roads and tracks, micro level hydro power projects, bridges and protective walls. LG&RD is working through participatory approach. It approves projects where communities can share in kind and in cash like land, free labor, or free construction material for the project. Projects are being floated from the community; they submit resolutions through a community devised committee. Department, after completion of basic procedures, approve the project and implement through community participation.

A senior official of LG&RD stated that “We are working with communities through their participation, Communities provide free land as LG&RD doesn’t pay any type of land compensation to land owner. We have a transparent system of project implementation, we involve communities and form a project committee form the beneficiary community. They are responsible for implementation of the project. Department only pays 30% of total project cost as mobilization advance. After verification of the progress of the work department, department pays

next tranche of the project cost. If the project committee is failed to show progress and finance engaged, department doesn't pay next tranche and even we recover 1st installment paid to the community". In response of the question what were the positive impacts and changes you perceive, the official said that "it was a timely input from NGO sector to the government especially for LG&RD department. After 18th amendment, the department has been devolved to GB government and yet we have no local government rules and regulations. After the initiatives of the project government had initiated to work on formation of local government rules which will be approved from Gilgit Baltistan legislative assembly. Currently, local government institutions like Union Council, District Council and Baldiya (Municipal Corporation/committee) are suspended since last five years. Now, after the project activities, government have initiated to formulate the local government rules, it is a very positive impact of the project especially in LG&RD department". He further mentioned that the project has provided trainings on transparency, accountability, community participation, and project cycles to the staff of LG&RD which is a positive benefit for their department. He said that "project duration was short, such types of project should be at least for three years, in only one year a project may just sensitize the community and departments therefore, to ensure transparency and accountability project should put efforts more for two to three years because we have, in Pakistan especially in Gilgit Baltistan, a flaccid governance system. The system has multiple weaknesses at multiple stages such as from policy level to rules and regulation, at implementation and execution level, procurement to payments level. Therefore such types of project must be extended for two to three years more".

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In Gilgit district officials of LG&RD were somehow dissatisfied of some of the activities of the CETA project. A junior official stated that “I was ordered to participate in a training session of KAEED where other participants were from other department like health and education. We have totally different nature of services from education and health departments. Our working approach is totally different from these departments for example they pay compensations even for the developmental projects while we believe on community participation through providing free land and other construction materials or free unskilled laboring. Such projects should not amalgamate LG&RD department with other departments. He insisted to provide special experts in participatory development, community participation, conflict resolution, project management during training”. However, he recognized that the project has helped them to increase their professional competencies, skills and sensitized them about transparency and accountability.

A senior official mentioned that “success ratio of our (LG&RD) projects is highest comparatively to other government departments because we involve communities, implement projects through communities on their need base. If a project is identified and implemented by the communities with government support, they owned the project and during the implementation process, sense of ownership motivates them to maintain the project for a long time in future’.

Almost, all officials were satisfied about the performance of their department, transparency and accountability mechanism, community participation in developmental projects, project’s success. A senior official mentioned that “success ratio of our projects is highest comparatively to other government departments because we involve communities, implement projects through communities on their need base. If a project is identified and implemented by the communities with government support, they owned the project and during the implementation process, sense of ownership motivates them to maintain the project for a long time in future’.

8.2.4 Responses of PWD Representatives

Public works department is solely responsible for construction and maintenance of public sector development projects. It is an executing agency of government. It works through its registered constructors and contractors. It has its main two departments in Gilgit Baltistan B&R department and water and power department. B&R department is totally responsible for construction of buildings (buildings of all other public sector departments), roads, bridges, water channels, and their maintenance. While, on the other hand water and power department is responsible to provide electricity and safe drinking & irrigation water to public.

Officials of the PWD encouraged the project activities by stating that “the activities of the project strengthened our professional and technical skills. We are most relevant department for public projects’ implementation and monitoring. We have to construct the development projects of all sectors from roads to buildings, water channels to hydro power projects. Unluckily we have no clear data bank about all types of developmental projects and we have no monitoring system as we complete these projects with the contract-out method with the private registered construction firms. Our department has no staff capacity to monitor and look after these development projects. The project (CETA) has provided opportunity to enhance the capacities of our technical and managerial staff but it is not sufficient yet. We have a vast mandate of development and directly engaged to provide basic infrastructure to general public. General public is not completely aware about our mandate”

A senior official explained the style, method and approach of PWD. He stated that “funds for development projects come from federal government through Gilgit Baltistan government. Gilgit Baltistan government approve annual development plan (ADP) from legislative assembly where members present their ADP. When a project has been approved from assembly it goes to relevant department for feasibility and fund allocation. They take long time to complete the procedures. Then it goes to planning department from where they sent project and we have to send it to land acquisition department for land acquisition. Land acquisition department takes years to purchase the required land and hardly we initiate the project with initial financial release. Till the

In district Gilgit a senior official shared his views like that “the project has sensitized the officials about transparency, accountability, community involvement, and good governance. The project had short time although its impact will be long lasting. Transparency cannot be assured within days because we have a long history of corruption and mismanagement in the institutions. There are a lot of weaknesses in the system although government has already introduced departments such as FIA, NAB apart from other regular department such as judiciary, police, intelligence agencies etc. These institutions and departments are functional since last many years but mismanagement and corruption increases day by day. They cannot assure transparency and accountability. How we expect from such a small project to ensure transparency within a department. To get better results from the project activities, at least the project activities should remain active for five years”.

middle of the project implementation, government excludes the project from its ADP because to develop new ADP. The project remains uncompleted because of not funding”.

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In Gilgit Baltistan, because of difficult hilly terrain and extreme weather conditions, the existing infrastructure is not in a very good condition and PWD continuously keeps repairing them at required points. Current disaster, demolished the basic infrastructure of roads, buildings and hydro power houses as well. Gilgit remained without electricity around for one month because of heavy rain disaster. Gilgit Baltistan was cut off from down country as well as within GB districts and even village to village level. In the current scenario

He further stated that “Gilgit Baltistan is a scattered mountainous region. We face regular rock falling, avalanches, landslides and earthquakes which damage our basic infrastructure. We face shortfall in maintenance budget regularly. I share a rough estimate that in 2009-10 government has approved 799 million rupees for maintenance of hydro and thermal power houses but we received only 218 Million rupees and shortfall was more than (581 Million) released amount only on electricity side. How it will be possible for us to provide quality services for public in such conditions”.

PWD put its efforts to repair and recover the basic infrastructure with minimum resources. A senior official of PWD shared some basic information and shared his views about transparency and accountability. he stated that “PWD is a mainly concern with development especially in terms of basic infrastructure development and maintenance. We face shortage of professional human resource as well as financial and equipment resources. We have two types of road in GB

Jeep able and Truck able apart from KKH and Gilgit Skardu road which are functional under NHA (National highway authority). These two types of roads are metaled or unmetaled in Gilgit Baltistan. We have total 2358KM unmetaled jeep able roads and 639km metaled jeep able roads. The ratio truck able roads are 42% and metaled roads 27%. The condition of metaled roads are also not in a good condition because of disasters, continues use without continues maintenance”. He further stated that “Gilgit Baltistan is a scattered mountainous region. We face regular rock falling, avalanches, landslides and earthquakes which damage our basic infrastructure. We face shortfall in maintenance budget regularly. I share a rough estimate that in 2009-10 government has approved 799 million rupees for maintenance of hydro and thermal power house but we received only 218 Million rupees and shortfall was more than (581 Million) released amount only on electricity side. How it will be possible for us to provide quality services for public in such conditions”.

An official in Gilgit posed an example about community participation that “in recent disaster we are working with communities in rehabilitation process. But in regular development we cannot involve communities in development process because we have to follow government rules especially PPRA rules. Government has its own system of monitoring the projects although it has weaknesses such as I have to monitor more than 92 development projects daily in whole district while I have neither any additional staff nor transport facility. How it will be possible for me just I collect data telephonically from the contractor. It is on his discreet how he follows quality measurements on project. In conclusion, I may say that here we have no any system to follow to ensure accountability and transparency in office and in development projects. The project has created awareness among officials and government, may be in near future a clear policy will be introduced for social development projects”.

A senior official of PWD in Gilgit shared some information and said that “PWD faces many challenges shortage of budgets, human resources, and machinery that is basic need for repair and maintenance of the roads. He shared the following data about available equipments in reference of official calculation and authenticity”.

Table. Showing available equipments in PWD,GB³

S.#	equipment	total numbers
01	Tractor	20

³ The table was developed in 2012, and PWD doesn't know about the current status of all its equipments and assets. The official mentioned that many of them may be out of working and may be new equipments has been purchased but I have no any update record.

2	Chain Dozer	6
3	Air Compressor	6
4	Drill Machines	2
5	Wheel Loader	2
6	Road Roller	13

He stated that “Gilgit Baltistan faces frequent road disasters occurring by falling rocks, landslides, mud floods, and avalanches. These are very common in Gilgit and we face shortage of basic equipments and it is very hard to cope with the challenges for PWD to keep open the roads round the year in every season. It is very tough for PWD to ensure public service delivery in such a condition”.

8.3 Community Responses in FGDs.

Under the end line survey activity, 20 FGDs has been conducted; 10 in Gilgit District and 10 in Skardu district with community based organizations (CBOs), LSOs, youth organizations, Educational networks. This section will review the FGDs’ findings and present the ideas and views of the community representatives about the public sector departments especially target departments i.e. health education, LG&RD and PWD. These departments were the stockholders of the project and project had implemented the activities with these departments. The questioner has posed the questions to measure the perception of the community about the performance, community participation, transparency, accountability and good governance in these departments. The detail of FGDs is shown in the below table.

S#	Venue of FGD	Men	Women	Total
01	Serman LSO Gole Skardu	10	00	10
02	LSO Office Marapi Shigar	07	05	12
03	Baltistan Inn Gilgit	18	00	18
04	LSO Markunja Skardu	06	06	12
05	SDF Skardu City	8	4	12
06	LSO Shigri Kalan Skardu	10	00	10
07	Snow Land guest house Skardu	12	00	12
08	Fatima Jinnah Women College Skardu	05	07	12
09	CBO Rahim Abad Gilgit	09	01	10

10	CBO Nomal Gilgit	06	08	14
11	LSO Danyore Gilgit	04	12	16
12	Al-Aser Public School Danyor GLT	05	07	12
13	Mehnaz Fatima School Gilgit	00	09	09
14	KSAN LSO Shigri Khord	08	01	09
15	Al-Mustafa Public School & College Skardu	07	06	13
16	LSO Chunda Skardu	10	00	10
17	Ellama Iqbal Education System Skardu	01	10	11
18	Paradise Public School Gilgit	01	13	14
19	Baltistan Inn Gilgit	05	02	07
20	VIPRA Office Khomer Gilgit	2	11	13
Total		134	102	236

Total 236 people from different races, cultures and social status has been participated in these FGDs. Good number women has participated in FGDs as 102 were women and 134 men participants. Men and women ration was 56.7% men and 43.3% women ratio while we proposed 60% men and 40% women in methodology. The target achieved in gender is a remarkable achievement in the context of Gilgit Baltistan.

The detail questioner of the FGDs is attached in **annexure C**.

In this section we will present the ideas and perception of the community representatives shared during FGDs.

8.3.1 Perception of the community about Health

Change in perception and practices of Govt. officials'

The FGDs in Gilgit and Baltistan revealed that there is a significance change in the attitude and perception of Govt. officials. Though the project was very limited and could access to a few officers and other staff members in the departments but still there is a change in the attitude of the relevant officers and staff members towards the service provision to the community.

For example, doctor and medical especially assistants do proper examination of the patients and try to provides batter services, but it was mentioned almost in all FGDs that medicines are not available in hospitals, this is the problem in all dispensaries and hospitals in GB. The community also shared that in very recent past; the doctor's presence in any hospital was only for two to four hours hardly which could not provide opportunity to every patient to get time for the proper

examination but now the time medical practice time of doctors has increased. They presented a rough estimate of time from 4 to 6 hours daily.

The community also suggested that if the doctors will be properly facilitated by the government they will not run their private clinics. In most FGDs community members emphasized to make policy to restrict the doctors to private practice. Another request from the community was to ensure medicine in hospitals and dispensaries at least basic life saving medicines because the community cannot afford to purchase medicines from medical stores as medicines are very expensive in Gilgit Baltistan.

Community participation in public sector development projects

During the FGDs, people bluntly mentioned that government doesn't involve the communities in project identification and implementation process. They stated that departments have to follow a proper hierarchy to conceptualize and implement any project. Most of the community members were not satisfied from the Government's project identification process. They mentioned that an elected assembly member proposes health projects in ADP but they do not involve communities and sometime propose health projects to benefit a single community or a person who has voted the members. Therefore, the system must be changes, the members should be restricted only to legislation and projects should be identified and implemented through community participation and consensus.

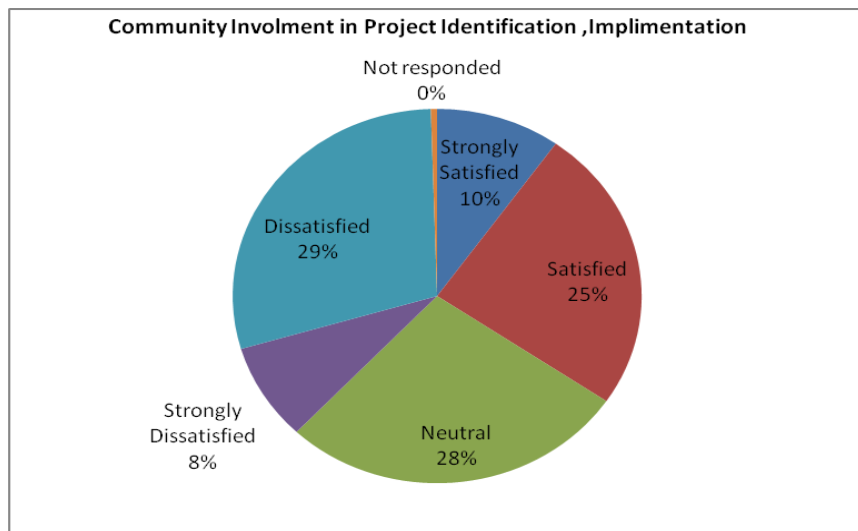
The community claimed that although there are dispensaries and hospital functioning but their needs is not identified. Members of the LSO Gole shared one of the genuine issues that government has constructed a dispensary 10 years back, it is handed over to the department but government didn't make operational. Government has not appointed required staff and the A class dispensary is waiting to be functional. And it is still locked and not serving to the community. About the community participation in public sector development projects, government officials mentioned that government has a procedure of project implementation and monitoring. However, community participation level has not increased after implementation of the project activities because of the government defined procedures which do not allow the community to participate. However, the project has created awareness about the basic rights, transparency, accountability and community participation therefore they may ask about the projects from the government officials as mentioned by the many community members in these FGDs.

On the other hand following tables shows the responses of the individuals who had participated in the survey and presented their views about the community involvement.

Community Involvement in Project Identification ,Implementation

Level of Satisfaction/Dissatisfaction	Health
Strongly Satisfied	10%
Satisfied	25%
Neutral	28%
Strongly Dissatisfied	8%
Dissatisfied	29%
Not responded	0%
Total	100%

The table above and pie graph below show the community involvement in the project identification and implementation. These are totally based on the views and ideas presented by the survey participants.



Create awareness about existing policies, procedures and practices to ensure transparency and accountability

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 one of the remotest villages 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.

The community has suggested in response of the question that “what do you suggest to KAEED to replicate to strengthen the community participation”

that KAEED and CVP should extend the activities of the project at least for 3 years because we are in initial stages. We became just aware about our basic rights. Still much has to be known such as government’s policies, procedures and working approaches. How we can avail the services most public is still in need to be sensitized and motivated about their rights. In Nomal Gilgit during FGD, a person mentioned that “it is a common concept that if an official doing corruption in government funds, public thinks that he or she has done corruption in government’s fund. Although, it is our right and the fund has been generated from our taxes. This concept has to be changed from the whole community like this project has changes our views

In Nomal Gilgit during FGD, a person mentioned that “it is a common concept that if an official doing corruption in government funds, public thinks that he or she has done corruption in government’s fund. Although, it is our right and the fund has been generated from our taxes. This concept has to be changed from the whole community like this project has changes our views about the fund and public projects”.

about the fund and public projects”. In almost all FGDs, community members requested to extend the project’s activities to create awareness about the public service delivery basic rights, to ensure transparency and accountability in public sector departments as well as ensure good governance in public sector departments.

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.

Public charter of demand is attached in annexure

8.3.2 Perception about Education

The education sector in GB is characterized by serious issues of governance and management. Some of the most obvious ones include: hiring, postings and transfers of teachers and education officials in violation of good practices; irrational distribution of teachers, leading to an excess of incompetent teachers in most accessible schools, and severe shortage of teachers in most remote schools; weak content knowledge and pedagogical and classroom management skills of staff, resulting in poor teaching and management; liberal use of corporal punishment, and high repetition and dropout; weak leadership and management skills of heads, resulting in high teacher absenteeism, and poor performance; lack of physical space, furniture and equipment, teaching materials, consumables; an almost non-existent school monitoring and support system, confined to occasional checks and reprimands; and non-functional PTSMCs. On the positive side, many teachers, heads and officials have been trained through various donor-supported programmes, and many are now in strategic positions in the department. At the same time the financial downturn has forced poor communities to turn to government rather than expensive private schools, thus creating a demand for government schools to deliver.

During the FGDs community members presented very swear types of issues in different areas such as in Sermik people mentioned that “they have only four teachers in their high school

There were two types of ideas found about the education department during the study. 1) In rural areas mostly people were demanding about teachers and basic infrastructure. 2) In urban areas people mostly demand for quality of education. They mentioned that they have enough teachers in their schools but there is no quality in their schools. It was our (Researchers) personal observation that there were 16 teachers in a primary school of a city. This is a worst example of mismanagement, corruption and nepotism as a high school of rural areas has only four teachers while a primary school in urban areas has 16 teachers.

although the school has 14 approved and appointed teachers. But ten teachers of their school are working in Skardu city. They mentioned that after the project activities we went to education offices many times, we invited director education to our school. They told us that they will soon their teachers back to the school but still no any teacher has come to our school. However, now we are mobilized, we will take our applications to highest forums.

There were two types of ideas found about the education department during the study. 1) In rural areas mostly people were demanding about teachers and basic infrastructure. 2) In urban areas people mostly demand for quality of education. They mentioned that they have enough teachers in their schools but there is no quality in their schools. It was our (Researchers) personal observation that there were 16 teachers in a primary school of a city. This is a worst example of mismanagement, corruption and nepotism as a high school of rural areas has only four teachers while a primary school in urban areas has 16 teachers.

In Gilgit and Skardu cities people mentioned identified that due to the poor governance, nepotism and mismanagement of government and poor teaching and classroom management practices, most government schools are characterized by a host of student behavior problems, including

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 evidences are available in society that just matriculates are preferred on the master degree holders because they have paid bribery to the officials.

absenteeism, coming to school late and leaving early; theft or damage of school and student property; students coming to school unclean, unkempt, without bags, stationery, or uniforms; slow learners, class or homework not done, low interest of student in school and learning; bullying/beating of smaller/weaker students; creating noise, etc. However, the project has created awareness among parents and sensitized education management therefore education department is going through a changing process. But these efforts need continuity to ensure good governance, good management, transparency and accountability.

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 service 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 evidences 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 (attached in annexure G), 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.

In response to this public chartered demand (attached in annexure G), 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.

Community participation in public sector development projects

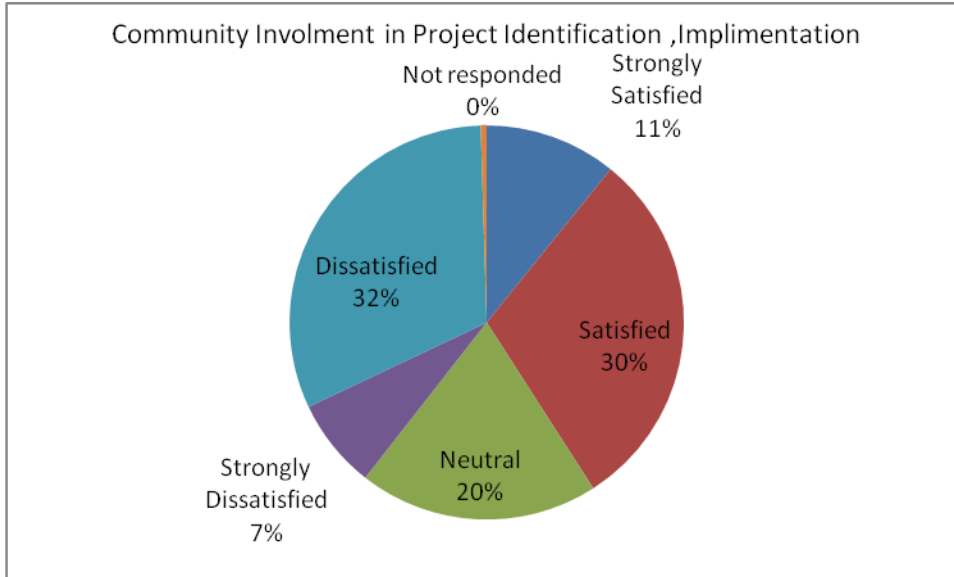
The community reported that in school management government has initiated to involve citizens through devising School Management Committees. These committees look after their schools, they monitor teachers attendances, and involved in budget expenditures. Every school has a small amount of fund to meet it daily expenditures such as stationary, fire wood in winter season, pay utilities, and day to day expenditures. The chairperson of the school is bank signatory with the head teacher of the schools. Government has authorized SMCs to look after educational development projects in jurisdiction of the SMCs. In some areas people mentioned that they have SMC but it is not functional in their school. In some areas like Shigri Khord in Skardu people mentioned that they have a strong SMC and in their school there are more than twelve hundred students and enough teachers to run the school smoothly. They further mentioned that our SMC has even appointed some additional teachers on their own resources and these resources have been created from local donors and government. These appointments are totally on contract basis. The Chairman of Ghigri Khord mentioned that “government has provides enough space for community if any community is mobilized, aware, and have strong intention to work in public sector education development. Such type of example has been observed in Rahimabad village in district Gilgit. They had a very functional PTSMC which was working to provide quality education in the public sector school. People in Rahimabad mentioned that we have Parent teacher school management committee which is working to improve quality of education in public sector school with the help and guidance of teachers. A member of the PTSMC was present in FGD and he mentioned that we respect our teachers and in return they provide quality education to our children. He mentioned that the project has created awareness among the parents how to avail the batter services from public sector departments so we are trying to avail best services from public sector departments.

The table and graph below show the community participation in project identification and implementation of education department.

Community Involvement in Project Identification ,Implementation

Level of Satisfaction/Dissatisfaction	Education
Strongly Satisfied	11%
Satisfied	30%
Neutral	20%
Strongly Dissatisfied	7%

Dissatisfied	32%
Not responded	0%
Total	100%



An objective of the CETA was to enhance community participation in project identification, implementation, 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.

8.3.3 Public Perception about LG&RD

Local Go Government & Rural Development department is responsible for community development.⁴ LG&RD follows the community participation approach in its developmental projects. They take community share to provide any facility of water & Sanitation, roads and bridges. They identify and implement the public sector development projects through a community devised project committee.

Change in perception of Govt. officials' performance

Community is very much satisfied with the working mechanism of LG&RD. LG&RD have developed a system that involves the community in public sector projects and entertains the community initiated projects. During the FGDs

Community members mentioned that LG&RD mostly involve the communities in its projects. But they approve only small amount for the development projects. In Murapi Shigar and Danyore Gilgit Community mentioned about the less funding for community projects executed through LG&RD. they stated that LG&RD only pays one hundred to one hundred and fifty thousand rupees for development projects. With such small amount of fund communities only construct micro projects like construction of a small water tank, a protective wall, a boundary wall of

An ex representative (Union Council member) in Shigri Kalan Skardu mentioned that “LG&RD was working batter than other departments but for last five years they have not conducted local body elections therefore, their funds are mismanaged. KAEED should struggle to conduct local body elections”.

a public place. However, communities appreciated the approach and mentioned that although they have small amount of funds but they utilize these funds through communities. Communities put their share to complete their required development project. They further passed encouraging remarks about the staff of LG&RD comparatively to the PWD and other departments.

Community participation in public sector development projects

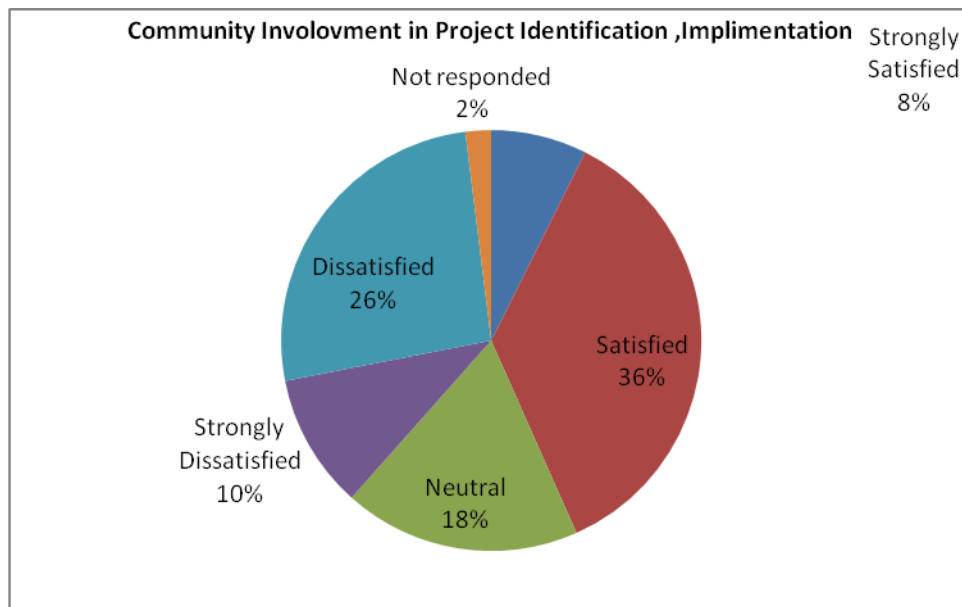
Communities are much satisfied with the LG&RD by mentioning that community is involved at every level of the projects and they not only implement the project but they also monitor the activities of the project being implemented in their villages with the financial help of department. In many FGDs where people were in picture of KAEED's efforts about local body rule development, they encouraged the project's activities and mentioned that if the project didn't

⁴ Sustainable integrated community development project in Pakistan, Preparatory survey on Gilgit Baltistan. 2012

intervene in Gilgit Baltistan, government would never develop rules for local government. Because of the project’s activities of sensitization and mobilization government has initiated to develop local government rules as after 18th amendments LG&RD has been transferred to Gilgit Baltistan government. The GB government had no capacity and intention to develop local government rules. A community representative passed these remarks during FGD in Danyore Gilgit. Almost in all FGDs, people were demanding for local government elections and to handover local government to local representatives. The mentioned the reason that community leaders are best aware about the public issues rather than the government officials who are working in offices and these leaders are working with public.

Community Involvement in Project Identification ,Implementation

Level of Satisfaction/Dissatisfaction	LG&RD
Strongly Satisfied	7%
Satisfied	36%
Neutral	18%
Strongly Dissatisfied	10%
Dissatisfied	26%
Not responded	2%
Total	100%



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.

8.3.4 Public perception about PWD

PWD of Gilgit Baltistan is primarily responsible for planning, designing, estimation, execution and maintenance of the development projects in transport & communication, physical planning and housing and irrigation sector, the department also executes the construction works for other departments like health, education, tourism, animal husbandry, agriculture, forest and fisheries, etc⁵. PWD of GB is responsible to carry out all the above mentioned projects with only 200 technical and 1700 non technical staff⁶.

Change in perception of Govt. officials' performance

During the FGDs with communities representatives mentioned that historically PWD is a corrupt department in Gilgit Baltistan. But some people disagreed the statement and mentioned that PWD has a huge responsibility on its shoulders. This department is not only providing facilities for public in general infrastructure but it provide services to other government departments like health, education, livestock, LG&RD and so on. A fruit full discussion has been gone during the meeting in SDF Skardu. Many respondents mentioned that PWD doesn't

The main constrains of the department (PED) are absence of transport and infrastructure development vision and clear policy, lack of standers for constructions, small number of private professional and modern contractors, low level of funding for projects. Being a basic infrastructure development department public interaction with the department remains regular and they presented diverse types of views about the PWD.

complete any project of development in time. In response of the this statement a person favored

⁵ GB Sustainable integrated community development, 2012 JICA

⁶ Official source, during the interview an official mention it. He said the staff number was in 2009 but I don't know about exact current status of staff. I can guess just because of appointments that technical staff will be increased in small number but non technical staff will be increased much more then even requirement. Increase appointments of non technical staff in PWD are burning issue according the PWD official. These staffs are total burden on the PWD.

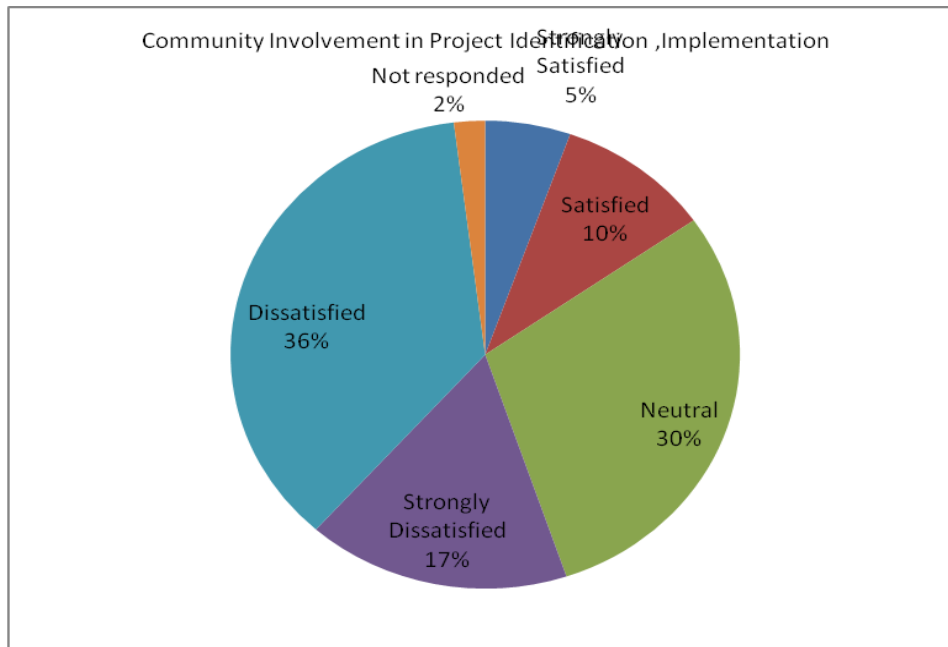
PWD and said that PWD can complete all types of development projects in time but government does not provide sufficient funds for the projects in time and sometimes government provide less funds to complete the projects as allocated in the budget and ADP.

Mr. Zakir has mentioned an example of a project and said that “I personally know the contractor has received the amount of the project but he left the work uncompleted. And we have such types of examples in Skardu in hundreds on in dozens. High authorities pay fully to the contractor on commission based to their favored contractors”. The other person presented the some examples of some projects which are being completed by the contractor many years ago but government didn’t release the project cost to PWD yet. However, this discussion was ended by concluding remarks that there is a dire need of policy and strict regulation for all: government, PWD and contractors.

In Basho Skardu people showed their full anger against PWD by mentioning that their unmetaled road and suspension bridge usually remains closed for months even by saying that bridge needs to be repaired. To repair the wooden bridge PWD takes more than 4 months. We face swear problems when the bridge has been closed in such a way. They stated that the contractor used 2nd class material while repairing the bridge because of that the bridge can remain functional for a long time. Apart from that their road being on the mountain usually, they face rock falling and landslides but PWD doesn’t provide compressor and dozer for quick repairing of the road. However, they encouraged the project (CETA) activities to create awareness about the public policy, how to participate in public sector projects identification and implementation. They said that in future we will put our efforts to create transparency in development projects by devising a project committee on behalf of the community.

Community Involvement in Project Identification ,Implementation

Level of Satisfaction/Dissatisfaction	PWD
Strongly Satisfied	5%
Satisfied	10%
Neutral	30%
Strongly Dissatisfied	17%
Dissatisfied	36%
Not responded	2%
Total	100%



The community regards its tireless services, building roads, bridges, pipe line for safe drinking water, building hospitals, schools, dispensaries and several other buildings. The misconception is that there is huge communication gap among the community and the department. Community perceives that the department is not working as per the community needs but the department is doing its all efforts to facilitate the community in the given budget. It has reported from the community and Govt. official side both there is a change in the perception of Govt departments. the community representatives demanded for more sessions to the department's authorities, communities and higher official. They emphasized to conduct trainings sessions for all employees of all government departments. They must be given such kind of training so that everyone in the department should know about the importance of community involvement in project activities. Only the people from the population of thousands cannot bring change in one year's short period. The community demanded that PWD should have open sessions with community so the issues and problems could discuss face to face and both stakeholders can solve their issues with a common consensus. Communities of Gilgit and Skardu both demanded that KAEED and USAID should develop linkages among community and Govt. departments. The communities also requested to have an intensive training session with PWD officials for long time so the department will know to work with the community.

The same is with this department. People are demanding for the inclusion of community in the policy and practice level to ensure transparency and accountability

8. Comparative analysis of findings of before-after data.

Following themes will be assessed to present before after data and change after intervention of the project:

1. budgeting and disbursement
2. Community involvement in project identification, implementation
3. Policy development and implementation
4. Awareness about procurement policy
5. Transparency in Capacity building of staff
6. Public servant's Attitude towards community
7. Access to public in service delivery
8. Gender/ethnic/geographical discrimination in provision/allocation of funds by the govt. departments
9. Gender/ethnic/geographical discriminations in recruitments/appointments in govt. department
10. Community role in public official accountability

The me	After (End line)				Before (Base line)				Change			
	Health	Educ ation	LG& RD	PWD	Health	Educ ation	LG& RD	PW D	Heal th	Educ ation	LG& RD	PWD
1	33%	37%	13%	11%	8%	9%	8%	8%	25%	28%	5%	3%
2	35%	41%	43%	15%	14%	17%	10%	12%	21%	24%	33%	3%
3	13%	20%	12%	5%	13%	16%	13%	14%	0%	4%	-1%	-9%
4	18%	23%	9%	6%	0%	0%	0%	0%	18%	23%	9%	6%
5	59%	68%	51%	48%	0%	0%	0%	0%	59%	68%	51%	48%
6	69%	73%	52%	47%	21%	28%	13%	15%	48%	45%	39%	32%
7	74%	71%	54%	48%	24%	32%	27%	28%	50%	39%	27%	20%
8	54%	55%	48%	51%	12%	12%	8%	8%	42%	43%	40%	43%
9	59%	58%	51%	45%	10%	11%	6%	5%	49%	47%	45%	40%
10	25%	27%	15%	13%	11%	11%	11%	10%	14%	16%	4%	3%

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 find any data about these two themes while other themes of transparency and accountability has been assessed.

12.1 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.

12.2 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.

12.3 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.

12.4 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.

12.5 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 then 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.

12.6 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.

12.7 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 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 LF&RD and PWD respectively after project intervention. This a very encouraging for the project and CVP.

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

Discrimination is 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.

12.9 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.

12.10 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.

13 Conclusion and Recommendations:

13.1 Conclusion

Considering the project's importance in Gilgit Baltistan, the project considered highly relevant to the Gilgit Baltistan as Gilgit Baltistan is a novice province in Pakistan and faces many challenges in policy development, ensure transparency and accountability system in line departments especially in Health, Education LG&RD and PWD. These departments are considering direct service provider to public and by providing health, education, water supply and basic infrastructure development. The GoGB is struggling to ensure transparency and accountability in its main stream public sector departments.

The project made considerable advances to create awareness among the community for their basic rights of public sector services and public sector project's identification and implementation. It also has taken timely steps to professionally strengthen and behavior development of the officials of these mentioned departments to ensure transparency and accountability within their relevant departments. As a result of the initiatives behavior of the government officials has been considerably changes and satisfaction level of the respondents has been improved comparatively to the base line report.

The project was capable to boost access for the citizens to avail services from these public departments. It was possible because of creating awareness among the citizens about their basic rights and increasing transparency and developing behavior of the government officials through training programs. It has sensitized the community about their rights and role which they can play to ensure transparency and accountability in the mentioned public service delivery departments.

Areas where the project did not do so well are policy development of these departments and creating awareness among the citizens about the policy development, policies regarding procurement, staffs hire their professional development and transfer. This sector remained under focused. The project has conducted hand on trainings about the policy development and implementation with departments and general community but only education department has initiated to develop education policy for Gilgit Baltistan which is a considerable achievement of the project and we found not any gesture from other departments to develop their relevant policies. However, DHOs/ADHOs of both district mentioned that they have intention neither they have authority nor have professional staff to develop such policies for their department.

What is presently missing and requires to be focused is policy development and creating awareness about the policies among citizens.

At this time, GoGB, KAEED, CVP and other donor agencies may planned to improve in governance system, management and leadership capacities in the officials of the public sector departments and ensure community participation in public sector project's identification and implementation process.

13.2 Recommendations:

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

- Gilgit Baltistan is a novice province of Pakistan and depends on the federal government budget and policies. Therefore, it is strongly recommended to work on policy development for all government departments as it is lacking everywhere.
- To ensure transparency and accountability system within any department, it must restrict other department to influence on the department. Policies and regulations should be developed to eradicate interdepartmental influence especially from high power departments.
- Reforms must be carried out in law enforcement agencies especially the department which are being established to ensure transparency and accountability.
- 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 on legislation to ensure transparency and accountability in Gilgit Baltistan.
- 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 focused where mostly youth studies 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?

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 2. Hearing 3. Speech 4. Mental 5. 6.Others (Specify) (Multiple response can occur)	
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)_____	

Annexure E. 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					

Annexure F. METHODOLOGY

Research Design

The project has collected quantitative and qualitative baseline data for project area as well. This provides us the opportunity to use both a before-after design.

Table 1: Evaluation Design

	Before	After	Change
Experimental	X1	X2	X2-X1

X1 indicates the baseline findings and X2 indicates the end line survey findings. The total variation will be defined as X1- X2 which will be the outcome result of the project.

In order to be able to attribute changes to project interventions it is important to use the same or similar tools used in the project baseline survey, in order to provide comparable data before and after intervention. Thus the existing tools used in the baseline survey will be reviewed, and modified as required

At the qualitative level the semi structured interviews will focus 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 will conduct focused group discussions among the general community of the two districts to explore their perspectives and perception about the transparency and accountability mechanisms in the selected public departments of education, health, LGRD and PWD. Though the quantitative component will enable the researchers to access more participants with increased number of

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

enquiry questions yet are predominantly based on multiple choices and provide less room for the participants to explain their personal perspectives. Exploring the perspective and perceptions

require some semi structured questions and focused group discussions so that there is enough liberty for the participants to explicate their personal perspectives. Therefore, along with quantitative questionnaires, semi structured interviews and focused group discussion with selected participants have also been included in this research.

Hence, both qualitative and quantitative methods mutually reinforce, compensate and substantiate each other for generating rich and in-depth data. The quantitative approach will help 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 perspectives and perceptions and beliefs about the processes and performance of the public sector departments. The in-depth qualitative interviews and focused group discussions will help 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.

Quantitative Method

Universe of the Study

For the quantitative study, all the individuals (excluding <15 years children) residing in the study area will be constituted as population of the study. The estimated population size as on 2014 at annual growth rate 2.47% for district Gilgit and Skardu is 503731, excluding <15 years population.

Sample size and sampling design

For this study a sample of size 400 (Men=250, women=150) individuals will be selected to carry. The sample subject will be chosen in way that each and every individual (Excluding <15 years children) receives same chances of being selected as sample. This will provide the estimates to a reasonable level of confidence. Although the sample size is too small and will not provide a consistent estimates if the domain is considered district wise. Therefore, as mentioned earlier, the domain of estimation will be region (Gilgit and Baltistan).

Qualitative Component

The study intends to gain the perception and learning of different stakeholders about the project implementation of the nature and reasons of the perspectives and perceptions of the government

officials, general community, youth and representatives of the CBOs and LSOs about the functioning of the selected government departments. To that end, qualitative research method will help in obtaining in-depth and descriptive data about the perspectives and perceptions from the natural settings.

Key Informant Interviews and Focused Group Discussions

For the qualitative component of this study, we intend to conduct Key informant interviews to explore the perspectives and perception of 24 (12 in each district) government officials (03 officials from each department) in one region i.e Gilgit and Skardu. Altogether, 24 government officials, CBO and LSO representatives will be interviewed using two different key informant interview protocol. Additionally, 240 (120 from each district) general community members (40% women) will be involved in focused group discussions. However, in the case of government officials, we cannot indicate a specific gender breakdown as there are very few women working for these government departments. We can only assure to make possible efforts to include all available women officials in this study. The number of such discussions will be 10 to 12. Therefore, all together there will be 10 to 12 group discussions involving 240 community members in this research study in one region.

District	Total No. of FGDs	Percentage of women
Gilgit	12 (around 120 participants)	40%
Skardu	12 (around 120 participants)	40%

Hence, keeping in view the focus of the study both quantitative and qualitative methods will be simultaneously employed in this research to explore and gauge the perspectives and perceptions of the school communities and the nature and reasons of their worldviews about this project. The overall number of the participants and their nature will be as followed.

Sample size	Sample tools
<ul style="list-style-type: none"> 24 Government Officials, elected representatives, 	<ul style="list-style-type: none"> Key Informant Interview forms
<ul style="list-style-type: none"> 200 to 240 (120 in each district with 40 to 50% representation of women) 	<ul style="list-style-type: none"> FGD questionnaire and discussion sheet
<ul style="list-style-type: none"> 200 quantitative individual respondents 	<ul style="list-style-type: none"> Quantitative questioner sheet

Annexure. G. Public Charter of Demand

1. There should be a policy to do recruitment in all the four departments through FPSC from Scale BPS 14 and above while all the positions of BPS 5 to 14 should be done through NTS;
2. The salary and benefit packages for all the employees across various departments must be consistent with the labour laws and technical staff must equally be compensated. The huge difference among salary packages of departments is hindrance towards achieving the aim of Transparency and Accountability. The demand quoted one example of the salary packages of judiciary as compared to salaries in PWD;
3. The policies must provide opportunities of employment for women, persons with disabilities and other disadvantaged groups in all the departments.
4. The high level positions, particularly the Secretary level must be filled with technical persons and should have an understanding of the technical aspects of the relevant department/sector;
5. Policies must be reviewed with regards to employment of spouses of government employees and same rules should be applied to all employees irrespective of relationship with government officials;
6. The promotion policy and salary packages must be made performance based instead of seniority alone;
7. Education policy must be framed and service rules should be updated for ensuring quality services. This process should include curriculum for the region including a good position of Urdu in the syllabus and inclusion of one subject of local languages with the option for all the native speakers. The policy should also define limits, fee system, admission age, certification, salary packages for teachers, minimum standards of promotion, assessment systems, syllabus and monitoring mechanisms.
8. Continuous refresher courses for government and private school teachers must be made mandatory part of service and should be made necessary for promotions and salary fixation. The role of SMCs should be highlighted in the policy for participation in the administrative activities like construction, use of school maintenance funds as well as supporting academic activities.

9. To ensure availability of basic health facilities there must be policy to establish dispensary in each village irrespective of the population however the distance to the nearest basic health unit should not be more than two kilometers. At each UC level there should be one Basic Health Unit (BHU) with a Family Physician and basic laboratory.
10. To attract doctors for working in rural areas increased facilities must be suggested in the legislation process.
11. Doctors should be banned from running private clinics and supported with good salary packages. In each tehsil the hospitals should have at least five specialist doctors including Child Specialist and Gynecologist and all basic required facilities including machinery, equipment must be placed. Bond must be made necessary part of training of doctors and all the doctors on government seats must serve at least for five years in the local context after completing their training;
12. The rules of public participation in developmental projects of LG&RD must be made part of the policies and rule of business. The grassroots community organization should have a defined role in the project identification, implementation, monitoring and quality assurance.
13. The local government projects must be implemented by the local communities so that community contribution and ownership can be maximized. The annual budgets for LG&RD projects must be increased through policy UC level planning and budgeting process must be done with greater involvement of expert local NGOs.
14. Site selection for schools, hospitals and other projects should be done in consultation with the local communities. There should be policies for not disturbing individual and collective land, water and other social rights of the local communities.
15. The tendering process must be made transparent and policies must be made for tendering and procurement in line with PPRA rules and regulations. For project monitoring the policies must support involvement of community groups as well as for increased number of technical staff for minimum projects. In the current situation the entire contract work (except a few in education) is done by PWD while there are only three to four technical staff for monitoring of dozens of projects;
16. There must be strict policies for accountability of contractors who delay work. Revised on projects must be completely banned and advance payments must be discouraged in contract work.

Presented by: the Provincial Community Group and KAEED

Issues identified:

Issues related to Education Department;

- Lack of educational policy about curriculum adoption, recruitment, promotions, registration of private schools, gender, ECD and Inclusiveness, dealing with corruptions and favoritism, defining duty stations, dealing issues related to couple government employees;
- Differences between public and private schools with regards to syllabus, facilities, medium of instruction, fee, salary structure and working conditions, Lack of basic qualification criteria for private schools, admission age in private schools, admissions without any proof etc.
- Lack of training and development. Everything has been linked with TA/DA rather than learning. The private sector institutes arrange training but that learning is not implemented in the classrooms, weak assessment system etc.
- Violation of rules in promotions (transferring services based on opportunities, bringing quality human resources to offices instead of schools,
- Lack of class rooms, toilet blocks, playgrounds clean drinking water and examination hall facilities as well as nonfunctional toilets in more than 60% schools, utilization of school development funds
- Inefficient and non-professional staff in schools. Teachers getting salary against vacant posts of remote areas while sitting either in the offices or stations of their choices;
- Lack of infrastructure, lack of school up-gradation criteria, selection of school sites, issues related to gender.
- No transportation facility for female students.
- Lack of monitoring system
- Weak SMCs
- Increasing trend of coaching centers

Issues related to Health Department

- Lack of health awareness among rural communities and lack of health and hygiene education system as there are no facilities except the Lady Health Workers (LHWs)

- Lack of health units, buildings and staff in the remote areas.
- Lack of medicines and equipment and lack of modern laboratories in existing hospitals and no check and balance on the availability and utilization of the medicines and facilities;
- Non-professional attitude of staff in the units and staff never available in the units or hospitals of remote areas;
- Lack of professional and specialized doctors (just one Medical Officer deals all diseases in the government hospitals)
- Lack of proper planning and community participation and lack of monitoring system
- Lack of certified medical stores
- The increased tendency of private clinics, imbalance treatment and major focus is on clinics rather than duty in hospitals;

Issues related to LG and RD department:

- lack of community participations in development projects and less provisions for CBOs in the process as the rules of business have not updated
- lack of access to information on budget and planning
- limited budget for local government projects
- lack of mechanism for needs prioritization and identification of development projects
- In efficient monitoring system and lack of accountability and transparency system
- Lack of women participation in planning, implementation and in processes of project development.
- Favoritism and nepotism in giving projects

Issues related to PWD:

- Lack of specialized, trained and professional staff in the department. Lack of technical staff for monitoring
- Lack of monitoring, accountability and equality mechanism as well as imbalance between salary of benefits among various departments e.g. judiciary is highly paid less work burden, PWD and other technical departments less paid with high burden of work
- Lack of community participation in development projects which leads towards weak site selection criteria, favoritism base selection of contractors, delays in projects and quality compromises

- Great influence of finance staff in technical affairs
- Political influence over recruitment, tendering, project implementation , delays in completion of work, revised in projects to benefit contractors
- The projects lack coordination as there is involvement of many layers and many departments such as ownership by education, health or other department, technical feasibility by PWD technical staff, planning by Planning and Development Department and Financing by Finance Department. This leads to confusions as well as overlapping of services.