

**THE ASSESSMENT OF ACCOUNTABILITY
FRAMEWORKS IN LOCAL NGOs OF PAKISTAN**

Proficiency Paper

Supervisor:

Ma'am Ayesha Inayat

Submitted by:

Hina Sabeen Khan

Table of contents:

Chapter1

1.1.Introduction.....	6
1.2.Significance.....	7
1.3 Research Question.....	9
1.4 Research Statement.....	9
1.5 Literature Review.....	9
1.5.1 NGOs and their success so far.....	10
1.5.2 Criticism on NGOs.....	10
1.5.3 Issue of Accountability.....	12
1.5.4 Role of beneficiaries.....	13
1.5.5 Participatory Approach to NGO Management and Evaluation.....	14
1.6 Theoretical Framework.....	16
1.6.1 What is Accountability?.....	16
1.6.2 Theory and Principles guiding Development Accountability.....	17
1.6.3 To whom?.....	17
1.6.4 For what?.....	18
1.7 Research Method and Methodology.....	19
1.8 Sampling.....	21
1.9 Locale.....	22
1.10 Limitations.....	22

Chapter 2

2.1 Data Collection.....	20
2.1.1. National Regulations.....	23
2.1.2. Accountability Mechanism currently in use.....	25
2.2 Field Notes.....	28

Chapter3	
3.1 Findings.....	30
3.1.1 Accountability Mechanism currently in place in NGOs.....	30
3.1.2 Factors hindering the Accountability.....	31
3.1.3 Accountability to Stakeholders especially Beneficiaries.....	32
3.1.4 Response of NGOs to Certification Model of PCP.....	33
3.1.5. More Efforts needed at Donor’s end.....	34
3.2 Analysis.....	35
Chapter4	
Conclusion.....	39
Bibliography.....	42
Appendix.....	45

Abstract

With greater influence and greater finances being poured into the development world through NGOs, there is perpetuation and in fact acceleration in poverty and inequality in the world. With this revelation, the works of NGOs have come under greater scrutiny. The lack of accountability of NGOs is one issue that has been widely raised in academic literature against NGOs which is hindering their responsibility of delivering development benefits. If these trends of criticism continue then post-modern, post-development and anti-development theories would gain greater support and would demand to disengage us from practicing any development at all and such a move needs to be prevented. In such a scenario, organizational structure of NGOs has to be more effective to contribute to the greater good of the society. One aspect of increasing effectiveness is to inculcate a culture of thorough accountability among NGOs. There is a lack of an all-encompassing accountability framework available in the development academia and practice which is acceptable to all the stakeholder of NGO operations. The purpose of this research is to explore the issue of accountability of NGOs in Pakistan with an underlying aim to enhance the effectiveness of development project by challenging the conventional methods which continue to perpetuate poverty and inequality and coming up with a comprehensive accountability framework to guide theory and the practice of development.

Acknowledgments

I am extremely grateful to my supervisor, Ma'am Ayesha Inayat, without her support this thesis would have never been possible. Her academic skills in research have immensely helped me in analyzing my topic and writing this work thereof. I have yet to meet a professor who has inspired as much as she did, academically and personally.

Most importantly I owe a lot to my parents, who encouraged and helped me at every stage of my personal and academic life. My father, who gave me relentless support and guidance which helped me to fulfill my work to the best of abilities and my mother, whose encouragement has motivated me through the good, bad and the worst of times.