



**T R A N S P A R E N C Y
I N T E R N A T I O N A L - P A K I S T A N**

Annual Report

January - December 2008

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List of Acronyms

ACPP	Anti Corruption Project Pakistan
AGP	Auditor General of Pakistan
CBR	Central Board of Revenue
CBO	Community Based Organization
CDGR	City District Government Rawalpindi
CSO	Civil Society Organization
ECPR	External cum Peer Review
GOS	Government of Sindh
GOP	Government of Pakistan
HEC	Higher Education Commission
MNA	Minister of National Assembly
NACS	National Anti Corruption Strategy
NCPS	National Corruption Perception Survey
NAB	National Accountability Bureau
NGO	Non Governmental Organization
PPRA	Pakistan Public Regulatory Authority
SDC	Swiss Agency for Development and Cooperation
TCF	The Citizens' Foundation
TI-P	Transparency International Pakistan
TG	Target Group
UNCAC	United Nations Convention Against Corruption
YPO	Yearly Plan of Operation

FOREWORD

The year 2008 has been a very difficult year. There was a great turmoil in the country. What with the crisis in the judiciary, the presidency, the elections and the general deterioration of the law and order situation, the playing field for our work was paved with stones. The problem for restoration of judges carried on from the year 2007. The assassination of Benazir Bhutto and the ensuing aftermath left a toll on the country. The lawyers were up in arms. The President stuck to his guns.

The election in February 2008 brought forward political parties without a clear majority. The parties had to form alliances amongst themselves thus opening the way for skullduggery. The ex-president was still in power and did not want to leave his seat and was attempting to manipulate the situation in his own favor. Eventually, the ex-president had to resign.

The majority political party formed the government. As this was the first time in nine years that a civilian government took power and due to the global economic meltdown, the government had a difficult time to put things in order. The political parties had vowed to cut down National Accountability Bureau, the prime anti corruption agency, to size as they had victimized the politicians on the behest of the previous government and they did exactly that. The budget and size of NAB was drastically reduced. Many of the responsibilities of NAB were not assigned to other departments because of legal implications.

All our efforts to engage the government went in vain. The government was involved in other priorities and anti corruption was not one of them. Because of their preoccupation, we feel that the corrupt had a freer hand and were not worried that they would be held accountable. It is almost a year since the last elections, but the government hasn't settled down yet.

We will keep endeavoring till our objectives are met.

Saad Rashid
Executive Director

Annual Report 2008

Our Vision

To make Pakistan a better country to live in

Our Mission

TI-P's mission embodies our vision. At the end of the day, every individual wants to live in a safe, protected and peaceful environment. When corruption becomes a part of life, the aim of a peaceful, safe existence becomes a vague dream. Thus, our mission is to mobilize the individual, the organization, the society and the nation, the young and the old, the poor and the rich and people of all religions and races, and to bring together on one platform all these individuals.

We wish to seek out and form a coalition of all those individuals and organizations who prefer justice and abhor dishonesty and corruption.

Transparency International - Pakistan endeavors to raise public awareness of the evil influences and effects of bribery and corruption. It assists the civil society to play a meaningful role in countering institutional corruption. It advises various government departments and civic agencies on how to take effective steps to prevent and combat corruption. It spells out the standards of ethical conduct expected of officials, both in the private and public sectors. Above all, we will make this world a better place to live in.

Executive Summary

A new year always brings with it renewed hope that perhaps this year will be better than the last. With this thought in mind, we always try our best to not only step up our performance in the fight against corruption, but to also better ourselves as a team, and as individuals.

The period under review is from March 2008 – February 2009. However, the year 2008 brought with it many an upheaval in Pakistan and the year hasn't seen many happy moments. It was thought that after the elections in February things would settle. But the ex president had other plans. He did not want to relinquish his position and so manipulated and maneuvered through unconstitutional means to hold on to power. He promulgated the National Reconciliation Order (NRO) which not only cleared all politicians of corruption they were involved in the past but also in the future all corruption cases would be sent to a parliamentary committee who would decide whether to send the case for investigation.

Another factor that caused distress was that all the major political parties in the country had promised in their manifestoes that they would curtail the powers of National Accountability Bureau. As NAB had been used by the previous government to target certain politicians, they were considered to be partial. Hence, after the elections the party that came into power curtailed the budget and transferred almost 60% of its staff. The responsibility of investigation and prosecution of corruption cases were transferred to the Federal Investigation Agency. However, NAB had been given their powers up to October 2009 under the constitution. Therefore it appears that FIA may have difficulty in prosecuting corrupt persons in a court of law.

The global economic meltdown coupled with high energy and food price has had a disastrous effect on the economy of the country. Poor governance by the elected government has added to the misery of the people. The government seems to be moving from crisis to crisis mostly due to its inept decision making. This has left the government little time to tackle the problems of corruption.

TI-P's work has not only become well-known country-wide, it's also being highly appreciated and people are clamoring for more action from TI-P. We not only aim to eradicate corruption from society, our intent is to cut it off at the roots. To further our progress in the eradication of corruption, an agreement was signed between the Swiss Agency for Development and Cooperation (SDC) and TI-P at the latter's office in Karachi. This agreement was for the support of SDC for Anti Corruption Pakistan Project Phase II (ACPP) for a period of three years starting March 1, 2008.

The challenge for the TI-P team is to be the stable entity battling against the powers of corruption in an unstable environment, both politically and socially. Maintaining such a stance will not only be difficult, it won't be easy to sustain. This is a natural occurrence in a society where corruption is a daily, accepted part of life. Due to lack of transparency and cooperation from some of our MOU holders, and some entities self-interest, there has been a hindrance in our progress. We consider it our duty to lobby for reforms regarding transparency and good governance, to popularize the improvements that have occurred in sectors where reforms have been implemented and to motivate the stake

holders and enhance their capacity so that they can further make alliances amongst themselves to fight corruption.

Despite all the hurdles TI-P faced, there has been a flurry of activity throughout the year. TI-P's activities have seen an all-time high. Emphasis has been given to re-affirming and enforcing the anti-corruption movement.

Capacity building and training workshop were held to train procurement, audit and management officials to comply with transparent procurement rules of PPRA. An MOU was signed with the Commissioner Multan to assist them in preparing a procurement manual and training their staff to adopt transparent procedures in projects under the Rs 13.5 billion Prime Minister's Multan Development Package. Vetting of tenders of those agencies who send them for advice regarding compliance of PPRA rules are undertaken regularly. Advertisements of public procurement are scanned in newspapers. Whenever any discrepancy is noted, TI-Pakistan brings it to the procurer's notice. It has been observed that most of these agencies rectify the shortcomings. TI-P also receives complaints from bidders who are victims of non transparent procurement. The procurers without fail make amendments at times resorting to re-tendering and at others awarding to the lowest bidders. Considerable savings have been effected by this action of TI-P.

Advocacy material is disseminated to various stakeholders on different occasions. Media campaigns are carried out through press releases, press conferences on important issues, interviews on TV channels and accepting invitations to be a panelist in discussions on TV. Both domestic and international media contact TI-P to solicit their views on corruption and other topics relating to Pakistan.

A National Corruption Perception Survey had been carried out irregularly in the past. It was seen that NCPS gave a fair idea of the corruption in various sectors in the country. Government and Opposition leaders were observed to quote from it. Heads of public institutions use it to advise their staff to work to improve their image. Hence, it was decided to carry this survey annually. The first under this program is underway and its results will be published in the next couple of months.

TI-P has also contacted the private sector to encourage them to adopt anti bribery principles in their practices. With the collaboration of BASF, the largest chemical company, a seminar was held at a local hotel. Participants from the Chamber of Commerce and Industry, Private and Public Sector, Media, civil society, members of TI-P and general public attended the seminar.

This year TI-P has also developed contacts with community based organization in Sindh and Baluchistan. MOUs have been signed with them to propagate the message of TI-P in their areas of influence. A training program is being developed for this purpose.

A mass awareness program to enhance knowledge amongst various segments of the population about their rights and responsibilities has been undertaken. In this context many activities were carried out. Seminars, workshops, production of TV plays, poster painting and essay competitions, lecture series, establishing youth clubs, issuing periodic newsletter were some of these activities

After hearing the benefits of the complaint centers set up for the CDGK, the city district government Rawalpindi approached TI-P asking for assistance in setting up a similar center in their district. TI-P set up a center for them and trained their staff.

TI-P is also working on the setting up of the advocacy and legal aid centers to empower citizens vis-à-vis corruption by providing them legal aid, and helping improve the functioning of anti corruption institutions in the country. It is well known that poverty is directly proportional to the level of corruption in the country. The reduction of corruption will lead to poverty alleviation. An agreement has already been signed between TIS, Berlin and TI-Pakistan for setting up such a center. It is in the inception phase at present and shall be launched by the end of March 2009.

To improve its own capacity and governance, TI-P has taken a number of steps. Staff has been recruited to carry out the increased activities. Sensitization workshops in human rights and gender were held for them. Training was imparted by an expert consultant. TI-P's website is constantly being upgraded. Board of Trustee and member's meetings are held at regular intervals. Networking is maintained with national and international fora.

During the year, TI-Pakistan has been approached both by National and International media regarding corruption and good governance in the country. Visits by delegations from International financial institutions such as ADB, World Bank, UNDP, UNODC etc to TI-P's office to ascertain their view on issues relating to reducing corruption in the country. TI-P is being considered the focal point on matters of corruption in Pakistan.

TI-Pakistan has recently signed an agreement with Transparency International, Berlin to set up an Advocacy and Legal Advice Centre (ALAC) in Pakistan. This centre will provide legal advice to victims of corruption and empower citizens to stand up for their rights and fight corruption. This project is supported by DFID, UK.

We are hopeful that this annual report will have all the information our readers need regarding Transparency International Pakistan.

Part One

Looking at the Past

1. Changes In The Context.

The year 2008 has been witness to many a turbulent and unstable events. The root cause for the instability of the past year was the political and social unrest throughout the country. The bombing of the Marriot hotel in Islamabad early in 2008 for example, did little to help the unease widespread throughout the country. If there is to be any hope left for corruption to be eradicated from the country, the time to act is now. Our efforts during the last year have proven that the people of this country are now ready to take whatever action necessary to rid the country of the evils of corruption. Although it has been argued that corruption has now become a way of life for us, we have become quite aware through our activities that the only ones who promote corruption are those who are benefitting from corruption-related activities.

The completion of the Anti-Corruption Program Pakistan (ACPP) Phase I was accomplished with aplomb at the beginning of the year. We are not about to sit on our laurels though. ACPP Phase II has begun this year, and as our readers will discover further on, TI-P has managed to keep ACPP on track. This was possible due to the commitment, competence and the collaborated team effort from all the members at TI-P.

Unfortunately, corruption is rampant in the private sector as much as it is in the government. And as we all know, all the sectors need to be united in the fight against corruption to make it a success. Unfortunately for us, the change of government created a huge hurdle for us. The interest and the verve involved in the challenge of making Pakistan a corruption-free country withered away with the new government, and the passing of the year. Despite these difficulties, we managed to carry on with our program, and succeeded in promoting and implementing the procurement rules with our various MOU holders. Not only that, we discerned through various workshops, debate competitions and lectures held by our YinG program that the youth of today wishes for Pakistan to be a country free of corruption and they also realize they are the ones responsible for this task.

The previous year witnessed the start of a fruitful relationship between TI-P and the local media. Inviting the media to our various activities and promoting global reports has resulted in a positive reflection of our actions and what we stand for throughout Pakistan. People are now more aware than ever of our organization and what we do and are doing to curb corruption in Pakistan. Where there was no desire to change the way we live, people are now striving to make Pakistan a country free of corruption and no longer accept it as a part of life.

Our relationship with the media has not only strengthened, it has helped to pave the way for TI-P in terms of spreading awareness regarding corruption and its evils. Because of the media, television appearances have been made, interviews have been taken, both in print and electronic media, and the knowledge of TI-P's efforts and activities have been made clear. The media has proven to be a resourceful and strong ally in this battle against corruption.

Key Factors That Could Affect the Project

It will be quite safe to say that our current government has little interest in any sort of anti-corruption movement. During the previous regime there had been great emphasis on following and practicing anti-corruption related activities. Now however, government officials are unwilling to share information with TI-P, thus the non-compliance of practicing anti-corruption activities is a foregone conclusion. As predicted the year before, there has been a breakdown of good governance with the coming of the new government. Our relationship with the government bodies has become difficult, to say the least, and that is because there is no pressure from the government to comply with anti-corruption measures. If anything, self-interest and the desire to invest heavily in one's own self-interest hold primary importance.

The current social and political structure is visibly unstable, and since the arrival of the new government, there has been a decidedly unwelcome and discouraging attitude on display. There is no willingness or backing of higher officials to support anti-corruption programs, which was more than evident in the previous government. Facing this kind of animosity from what used to be a very supportive asset of TI-P is a difficult challenge to overcome. Despite this roadblock, we are working towards achieving our goals.

Even though it's a difficult and progress-slowng process, we're doing our level best to ensure that our outlined activities and objectives are achieved. The media has helped us spread the word about corruption and the vices it represents. People are becoming more and more aware of what TI-P stands for and what we do. There has been encouragement received from the youth especially to rid the country of corruption. There has been a lot of unwillingness on the part of not only government officials, but private organizations as well to comply with our anti-corruption measures. No organization, private or government, wishes to be accountable for any act that could put them in a precarious position.

Although our plans and objectives have been implemented firmly enough on our part and results are being achieved, we still need to encourage all organizations to report on a regular basis and with full transparency. We need to make sure that our activities are not only being monitored, there are positive results emerging from them. This will be a difficult, if not insurmountable task, considering the unwillingness of most organizations, both private and government, to report to any external body.

While the monitoring of our projects has resulted in a lot of enemies working for their own interest and lobbying against any TI-P activity, we are undeterred and move forward with our activities.

Our progress with the YinG program has been immensely satisfying. Although it has been an inconvenience working through emails and long distance calls, the various debate competitions, essay competitions, workshops and seminars have resulted in a healthy and vested interest from the students attending all these programs. With the participation of the students, we can see that awareness has been spread among the youth regarding the evils of corruption, and they are not willing to have corruption as a part of their life. This may be the least expensive method of awareness, but it's also highly effective.

2. PROGRESS REVIEW.

2.1. Duty Bearers in Selected Public Sector Organizations practice Good Governance.

TI-Pakistan has been conducting capacity building workshop for various government organization in public procurement so that they are able to comply with the requirements of the rules of the PPRA. The aim behind this is that the procurement officials can understand clearly the various clauses of the rules. They are able to obtain clarifications and clear any doubts regarding the procedures. They interact and inform TI-P about the difficulties and we try to suggest means to address them.



Memorandums of Understanding have been signed earlier with some government agencies. TI-P seeks to sign MOUs with all interested organizations. One such MOU was signed with the Commissioner Multan. The Prime Minister had granted Rs 13.5 million for different projects in the Multan Division. TI-P will prepare a Procurement Manual in collaboration with officials of the Multan Division for transparent procurement according to the current rules in force.

Some of the organizations who have signed an MOU with TI-P send their tender documents for vetting before issuing. TI-P checks whether these tenders comply with the PPRA rules. Monitoring of tenders for public procurement is also undertaken. The advertisements in the newspaper are scanned. Whenever any discrepancy is found the agency responsible for the procurement is informed advising them to rectify the error. At times, TI-P receives complaints from bidders that the procurement agency was not following transparent procedures or violating PPRA rules. TI-P takes up such cases with the agency concerned with copies to the anti corruption organizations.

TI-P documents case studies where savings have been affected due to their intervention. These are disseminated at various fora.

TI-Pakistan has been conducting a National Corruption Perception Survey in the past. It was carried out in 2002 and 2006. During the past year, an agreement was signed with a consultant to carry out a similar survey in 2008. It is under process. The results will be published by the middle of 2009.

2.2. Transparent Systemic Reforms and Anti Bribery Practices in Selected Private Sector Entities Strengthened.

A seminar was held in collaboration with a multinational chemical company BASF. Invitations were sent to other private business organizations, the Federation of Chambers of Commerce & Industry, the Sindh Industrial & Trading Estate and the Private Sector. It was attended by the Private sector, the chamber, media, general public and members of TI Pakistan. A committee was formed at the end of the seminar with the objective to rope in other private sector organization to follow anti bribery principles in their daily practices.



2.3 Selected Credible Civil Society Organizations act as agents to deter corruption.

In order to propagate our message TI-P has contacted civil society organizations in both Sindh and Baluchistan province. A memorandum of understanding will be signed with them. They will be trained raising their awareness skills to monitor corruption and advocacy techniques. They will work in their area of influence and target the population in that region.



CBT Workshop, FHRDA, Badin

2.4. Right Holders and Civil Society become more aware of their rights & responsibilities and the negative impact of corruption.

TV plays have been produced. Private TV channels are being approached to broadcast these plays. The plays portray the evils of corruption. These will be viewed by the general public. The awareness of all those who view these plays will be enhanced.

New youth clubs have been formed in institutions who attend the YinG workshops. Poster painting, essay and debate competitions have been arranged through existing clubs. Meetings were held with the torchbearers to chalk out future programs. A prize distribution ceremony was held for the winners of the art and essay competition.

Poster painting competitions were held for school children of different schools. The 4th competition was organized for the TCF schools of Sindh & Baluchistan. There were approximately 40 schools with about 950 participants. A prize distribution ceremony and an exhibition of the winning paintings were arranged at the Arts Council of Pakistan, Karachi. The 5th competition for the 39 schools under the Jamshoro district has already concluded and the poster paintings are being judged. The 6th competition for students from various branches of Beaconhouse, City and Foundation schools is underway.



Prize Distribution Ceremony, Child's View of Corruption

The 4th & 5th Youth in Governance Workshop were held at the University of Sindh, Jamshoro and the Bakauddin Zakarya University in Multan. These were two-day workshops. Students from approximately 20 institutions participated in each of the workshop. Each institution was represented by eight students, four boys and four girls. The topics in the workshop pertained to human rights, good governance, gender, civil society organizations, ways to curb corruption etc.



Prize Distribution Ceremony, YinG Debate Competition in Karachi, 13th December, 2008

Around the middle of June 2008, TI-Pakistan was approached by the District Government Rawalpindi to set up a centre to address complaints of their citizens. TI-P assisted them to put in place such a centre. Software for this centre was prepared and installed. Training to the staff of CDGR was imparted and the centre inaugurated by the MNA of the area, Chaudry Nisar Ali Khan. This centre is in operation and addressing the complaints of the population of the district in approximately 19 sectors.



Mr. Gilani, Chairman TI-P & Chaudhry Nisar Ali Khan MNA, at the inauguration of the CDGR complaint centre

2.5 Structure, Systems and capacities of TI-P enhanced to implement the programme.

TI-Pakistan has inducted a number of employees in the current year in view of the increased volume of activities. Two training workshops on human rights and gender were carried out by a consultant for the staff of TI-P. A resource centre is being developed at our office. In this centre books and research papers on corruption, human rights, gender and related topics will be available.



Gender Issues & Human Rights Workshop

Board of Trustees meetings are held regularly to monitor and regulate the working of the secretariat. Membership is being enhanced regularly. Besides an annual members meeting, another meeting is held during the year to inform them about the activities of TI-

P and to solicit suggestions for its improvement. TI-P networks with National and International allies through seminars, workshops and meetings.



3. MANAGEMENT. ORGANISATIONAL CHANGES & STAFF COMPOSITION

There have been no changes in the organizational setup of TI-P. The Board of Trustees, the Executive Director and the Project Advisor remain in place.

Dr. N. I. Khowaja joined us as Director Projects.

Ms. Riffat Mogul was inducted as the ALAC Coordinator.

Mrs. Qudsiyah H. Zaidi and Ms. Nazia Latif were appointed as Assistant Project Coordinators.

4. LESSONS LEARNT/ KEY ISSUES

TI-P has been immensely busy in the past year. Many an activity had been planned and executed. A lot of emphasis was made for enhancement of awareness amongst the school children, youth and the general public. To advance the knowledge of TI-P's work and the effort involved in fighting corruption, media relationships were furthered and progress was made in leaps and bounds in circulating TI-P's message.

The changes in the government have resulted in a visible slack in our correspondence and government-related activities, primarily because there is no longer any pressure on the organizations to work in collaboration with TI-P to fight against corruption. Self-interest and filling one's own pockets is the name of the game nowadays, and TI-P has had a difficult time addressing corruption-related issues. We aren't letting these issues

deter us in any way, however and are constantly working towards a transparent and corruption-free society.

It is vital that the local government supports and promotes the OPEN system of governance. TI-P set the standard for the e-complaint centers set-up in all eighteen towns of Karachi. This was possible because we were the first to set up two such centers. Unfortunately, the City Government had to do so at an exorbitant cost simply because they didn't want our involvement. Not only that, an e-complaint center has also been set up in the Rawalpindi district, and TI-P's guidance was requested by the concerned City Government, which we gladly provided. The centers have been used and the problem of provision of services to the residents of the towns is being resolved.

The competition 'A Child's View of Corruption' has been instrumental in increasing awareness of corruption amongst the school children, their teachers, siblings and their friends. TI-P has already held another such even, the results of which will be decided in 2009. The workshops for the youth have motivated them to take part in anti-corruption activities, and their success has been so progressive that the year 2008 saw two workshops, two lectures and a debate competition.

The YinG Club of Transparency International Pakistan is moving ahead to reinforce its efforts to educate and train the youngsters of their rights and responsibilities in the society in a very civilized manner. This program has started to enhance awareness in the youth. Their activities shall have to be monitored and a catalyst provided to keep their interest intact. TI-P has started a regular program of competitions in art and essay writing in these clubs. A number of institutions have been sent information regarding the setting up of YinG Clubs, and their activities being carried out. It is hoped that with time these will become centers of awareness in their domain.

Transparency International Pakistan fully comprehends the necessity of making Pakistan's youth aware of the dangers of corruption and how deeply it's embedded in our society. TI-P is aware that the future of the country rests in the hands of its future generation, the youth. It is they who need to be the most educated of the perils and dangers corruption brings along with it. This is why we feel the need for promoting the issues and solutions regarding corruption need to be addressed and resolved so that when the time comes for the youth to take the reigns of the country in their hands, they will be able to help make Pakistan a corruption-free country. This in turn will also enable us to be part of a corruption-free world.

TI-P in all its activities ensures that equality is given to both the genders. The school children program, the YinG workshop, the student convention are designed such that an equal participation of boys and girls are ensured.

PART II

PLAN OF OPERATIONS, PLANNING FOR THE FUTURE

1. Introduction

After the successful completion of ACCP Phase I, it was time to bring in the new year with a new phase of our ACPP program, and a resolution to increase our efforts to lessen the level of corruption in Pakistan. Thus, we signed an agreement with the Swiss Agency for Development and Cooperation (SDC) on February 6, 2008 to begin Phase II of the program.

ACPP Phase II was put into action from March 1, 2008. This Yearly Program Operation (YPO) is for the first year. It is based on the Log Frame Matrix developed jointly by SDC and TI-P in a workshop during the month of September 2007. The Phase II incorporates the recommendations of the ECPR undertaken in July 2007 and the management response to the ECPR. The lessons learnt from the pilot phase have been kept in view while planning the Phase II.

In Phase II, TI-P will form coalition with other CSOs and CBOs with outreach to vulnerable groups to propagate their message to a wider audience. They shall be trained and their capacity increased to spread awareness and report corruption. Special efforts will be made to target boys and girls in schools and colleges to enhance their awareness to their rights and responsibilities as model citizens. Capacity building of stakeholders in the field of procurement will be continued besides advocacy for the improvement of service delivery by civic agencies by the replication of complaint centers. The Private sector will be encouraged to adopt anti bribery principles in their day to day activities. The Government will be lobbied to implement the international treaties that have been ratified. National Surveys and report card studies will be carried out to ascertain the effectiveness of the government's reforms.

A resource center will be established at TI-P's office. It is envisaged that at the end of the project, TI-P will be recognized as the focal point for transparency and anti corruption practices in the country.

2. Results of the Project

The results expected at the end of the projects are as follows:

- Duty bearer in selected public sector organizations practice good governance.
- Transparent systemic reforms and anti-bribery practices in selected private sector entities strengthened.
- Selected, credible civil society organizations (CSOs) act as change agents to deter corruption.
- Right-holders and the civil society in general become more aware of their rights, responsibilities and the negative impact of corruption

- TI-P recognized as the focal point for promotion of transparency and anti-corruption practices in Pakistan.

The outputs to achieve the outcomes of the project will be

- Enhanced capacities in public procurement
- Strengthened anti-corruption reforms in selected sector(s) - (judiciary or education).
- Compliance with UNCAC and NACS.
- Capacities enhanced in anti-bribery principles for improved practices in selected private sector entities.
- Selected CSOs promoted transparency and minimized anti-corruption in their target areas.
- Enhanced mass awareness against corruption.
- Children, adolescents and youth motivated to promote principles of integrity.
- Increased redressal of civic services complaints.
- Structures, systems and capacities of TI-P enhanced to implement the program.

3. Focus & Priorities for the year.

3.1 Poverty

It is a well-known fact that the poverty level is increasing by the minute worldwide. Transparency International Pakistan also considers the poverty level existing in the world as unacceptably high. It is also believed that poverty strengthens the hold of corruption in any society. This has been proven through surveys of the poverty-stricken areas in developing countries, which point to corruption as having a considerable and harmful impact on the communities settled there. For example, the members of a poor household are usually deprived of their income and basic needs because they are forced to pay bribes to the police. This not only propagates corruption, it in turn makes corruption a necessary tool for survival.

Not only is the net income of the poor considerably impacted, basic necessities such as food, shelter, sanitation and healthcare become difficult to access. This domino effect also creates an impact on the resources supplied by poverty-reduction programs. They are not only misallocated, they are difficult to keep track of.

National development programs are giving corruption threats and risks their due importance. There is an ever-increasing agreement on a global scale regarding the importance of corruption as a barrier to development. This is duly reflected in the agreement of the UN Convention Against Corruption (UNCAC).

The program shall cause a drop in the level of corruption through its many activities thus directly improving the lives of the citizens and indirectly reducing the levels of poverty.

3.2 Gender

Gender mainstreaming has been kept as a central theme in ACPP Phase II. Transparency International Pakistan has kept equal participation of women as one of its main objectives because the representation of women is highly disproportionate in all fields in the country. Consequently, female poverty is higher than the male counterpart.

Through the development of relevant policies, lobbying for legislation and advocacy programs, TI-P will try to achieve gender equality. Implementation of these programs will be monitored for compliance.

By increasing the capacity of female involvement in our activities, we will promote gender equality. Partnership with other civil society organization and community based organizations will be promoted choosing those where a greater representation of women are present.

3.3 Governance

It is accepted and proven that the inculcation of good governance leads to reduction in levels of corruption. It has been observed that less corrupt countries practice good governance. In the legislation of reforms, Pakistan has been rated highly by the World Bank. However, the implementation has been found to be lagging far behind.

To curb this problem, implementation of the covenants of UNCAC and NACS will be monitored by TI-P through a gap analysis. National Corruption Perception Surveys and Report Card Studies will be carried out. Promotion of the improvement of service deliveries to the citizens by the town administration has already been tackled through the replication of complaint centers in all eighteen towns of Karachi. Reports will be prepared and disseminated amongst the government, public and media to pressurize for improvement. We have also included capacity building and training programs for our partners.

3.4 Human Right

The ACPP Phase II envisages human rights as an integral part of the program. Greater emphasis and effort will be made to target the poverty-stricken and the downtrodden in our effort to promote awareness regarding human rights.

TI-P has joined forces with the Human Rights Commission of Pakistan in its awareness program. A session on human rights has been included in each of the workshop for the youth.

3.5 Global Food Shortage

In TI's Global Corruption Report 2008 focusing on Corruption in the Water Sector, it was noted that this was the root cause and catalyst for the global water crisis and threatens billions of lives and increases the environmental degradation. The corruption in this sector ranges from petty bribery in the delivery of water to large scale looting in procurement in irrigation and hydropower funds.

This in turn leads to political conflict and vital ecosystems being degraded to such an extent that underground water systems and rivers have been polluted to a degree that they cannot be used for irrigation purpose. TI-P has been involved with the Ministry of Irrigation & Power and Sindh Irrigation & Drainage Authority to curb corruption in their procurement system.

3.6 Climate Change

Climate change requires the world to come up with the most complex and far reaching global governance system framework ever devised. Climate change has caused havoc in communities causing droughts in certain areas and flooding in others. This in turn affects the global food production. This undermines the essential poverty goals as well as threatening environmental measures. TI-P will work in collaboration with its headquarters on this important issue.

3.7 Sustainability

It's not the implementation of a program or activity that's difficult in our line of work. Getting results and seeing visible, positive changes are important. TI-P is trying to do this through capacity building workshops and all other activities. TI-P is certain that the results of its efforts will bear fruit for all to see. The outcomes of its program will be attained. Even at present, TI-P is lauded for the results produced so far. TI-P feels that it would not be difficult to obtain funds for its future programs and there would not be any problem of sustainability.

4. Management

There have been no changes in the TI-P Board of Trustees.

The Board of Trustees at present is:

1. Syed Adil Gilani	Chairman
2. Arshad Zuberi	Secretary
3. Khurram Abbas	Treasurer
4. Yasmin Lari	Trustee

There are over 30 members of Transparency International Pakistan. There are being informed regularly about the activities of the organization. These members meet twice a year. An advisory committee, which has expertise in different fields, has been formed by the members. The advisory committee comprises of the following five members:

1. Illahi Bakhsh Soomro
2. Lt. Gen.(R) Moinuddin Haider
3. Shahana Kaukab
4. Khursheed Anwar
5. Wajid Jawad

The Executive Director of TI-Pakistan is Mr. Saad Rashid. He is ably supported at the Secretariat by:

- Director Projects - Dr. N. I. Khowaja
- Project Advisor – Ms Naheed Fatima Imtiaz
- Accounts/Admin Officer – Mr. Syed Kamran Ahmed
- Assistant Project Coordinators
- IT Expert – Mr. Naseem A. Siddiqui
- Messenger – Mr. M. Imran Khan
- Office Boy – Mr. Akhter Masih
-

5. Steering Committee and Controlling Mechanism

A steering committee for ACPP had been formed to monitor and assess the project related activities. The Steering Committee consists of the following members:

1. Ms. Kaneez Fatima Kassim, Senior Programme Officer – SDC
2. Mr. Syed Adil Gilani, Chairman and CEO, TI-Pakistan.
3. Mr. Saad Rashid, Executive Director, TI-Pakistan.

The steering committee meets twice a year to review the progress.

6. Conclusions, Critical Assumptions, Risks, Open Issues.

There were certain assumptions made while preparing the LFA. There was an election and a subsequent change of government after the start of the ACPP Phase II. One of the basic assumptions was that there would be a political will of the government to fight corruption. It is most unfortunate to state that the civilian government does not have this will. Most senior positions have been filled with old friends, many of them not even elected. The number of ministers ballooned up to 92, an unprecedented figure. Merit was not considered while filling vacancies in the government. The judiciary was not independent. Democracy was professed by the government but only lip service was given to it. The powers usurped by the previous dictator are still in place and the new president does not want to repeal it. The prime minister who is supposedly the head of the government seems to be in name only. This has led to a polarization amongst the major political parties, who are now openly flouting the government. The lawyers are up in arms because the chief justice who was illegally removed by the previous government under an emergency has yet not been reinstated as he is too independent.

The elected government curtailed the powers of the National Accountability Bureau. The staff of NAB was reduced by 60% and the budget curtailed. Some of their staff was transferred to the Federal Investigation Agency, while services of others were terminated. The remaining employees were demoralized. Hence NAB did not carry out any anti corruption work. The FIA were not authorized under the constitution to take up cases that NAB was promulgated to deal with. This has left a vacuum till such time that the National Assembly passes a law for the authority to change from NAB to FIA.

As the judiciary is still under the executive, they are influenced by the politicians. Justice is delayed when the government or influential persons so desire. The NRO promulgated

by the last dictator giving immunity to all the corrupt politicians of the past and also the future is still in place. This has led the politicians to believe that they are immune from prosecution for all their misdeeds.

The regulatory authorities have been absolved of their responsibilities to investigate the non compliance of rules by government organizations. This has led to officials being unafraid when flouting rules. It is left to the civil society organizations to check and report to the public accounts committee. This is a Herculean task for any CSO or the PAC.

In spite of all these issues, TI-P has achieved a lot of success in its endeavors. The TI-P team will make all efforts to strengthen the political will of the government by lobbying for reforms, transparency and good governance. Relationship with the media will be pursued to disseminate its message and propagate the benefits that have accrued in sectors where reforms have been implemented. Stake-holders will be motivated, their capacity enhanced so that they are empowered to stand up for their rights and can further make alliances amongst themselves to fight corruption

Annexure 1.

1st YinG Lecture

Topic: “*Accountability and Rule of Law*”

Venue: Indus Institute of Higher Education.

Date: 15th May, 2008

First YinG Club Lecture

15th May, 2008

Session 1: Accountability & Rule of law 10:30 to 11:30 hours Speaker: Justice (R) Nasir Aslam Zahid Retired Chief Justice of Sindh High Court Chair: Mr. Wahid Farooqi Director, Indus Institute of Higher Education	
10:30	Seating of Guests
10:35	Recitation of Holy Quran
10:40	Mr. Saad Rashid Exec Dir TIP Transparency International Pakistan Opening Address
10:45	Justice (R) Nasir Aslam Zahid Accountability & Rule of Law
11:30	Question & Answers session
12:15	Speech by the chair Mr. Wahid Farooqi
12:20	Vote of Thanks Dr. Munir Ahmed Rector Indus Institute of Higher Education

12: 30 Refreshments

Annexure 2.

2nd YinG Lecture

Topic: “*Democracy and Governance: The Leadership Challenge*”

Venue: University of Management & Technology, Lahore

Date: 4th November, 2008

Second YinG Club Lecture 4th November, 2008

Session 1 : “ Democracy & Governance: The Leadership Challenge”	
2:30pm -3:55 pm	Speaker: Mr. Saeed Mahdi ex- Chief Secretary Sindh Chair: Prof. Dr. Hasan Suhaib Murad Rector, University of Management & Technology
2:30pm	Seating of Guests
2:35	Recitation of Holy Quran
2:40	Mr. Saad Rashid Exec Dir TIP Transparency International Pakistan Opening Address
2:45	Mr. Saeed Mahdi
3:30	Question & Answers session
3:45	Speech by the chair Dr. Hasan Suhaib Murad, Rector UMT
3:55	Vote of Thanks Dr. Rasheed Kausar Pro-Rector UMT

4:00pm Refreshments

Annexure 3.

1st YinG Debate Competition

Theme: Is corruption justified in case of need?

Venue: Arts Auditorium, University of Karachi

Date: 19th April, 2008

YinG Club Debate Competition

19th April 2008

*09:00 Registration

Session 1: Inaugural Session	
09:30 to 10:00 hours	Chief Guest: Prof. Dr. Pirzada Qasim Raza Siddiqui, Vice Chancellor University of Karachi
09:30	Seating of Guests
09:35	Recitation of Holy Quran
09:40	Mr. Saad Rashid Exec Dir TIP Transparency International Pakistan Opening Address
09:45	Inaugural Speech
09:55 to 12:10	
Session 2. Debate Session	
10:00 to 12.25 hours	Chair: Prof. Dr. Tanveer Khalid Professor Political Science Department, KU
Judges:	Capt. (R) Ashfaq Agha TI (M), Director Bahria University Prof. Dr. Cdr. (R) Aurangzeb, Head Business Admin Dept. Dadabhoy Institute of Higher Education
10:00	Debates in English
11:00	Debates in Urdu
12:05	Speech by the Chair
12:10 to 12:35	
Session 3. Concluding Session	
12:10 to 12:45 hours	Chief Guest: Prof. Dr. M. Shamsuddin, Dean faculty of Arts, University of Karachi
12:10	Distribution of Prizes/Certificates
12:25	Concluding Remarks
12:30	Transparency International Pakistan Vote of Thanks
12:35 Refreshment	

Annexure 4.

4th “Youth in Governance” Workshop
Venue: University of Sindh, Jamshoro
Date: 26th & 27th August, 2008

Fourth Workshop of “Youth in Governance”
26th & 27th August, 2008
DAY - 1

Session 1: Inaugural Session		
11:00 to 12:30 hours Chief Guest: Mr. Mazharul Haq Siddiqui , VC, University of Sindh		
11:00 – 11:30	Registration	
11:30	Tilawat-e-Quran-Pak	
11:35	Mr. Saad Rashid, Executive Director Transparency International-Pakistan	Introduction
11:45	Mr. Mazhar-ul-Haq Siddiqui Vice Chancellor University of Sindh, Jamshoro	Inaugural Speech
12:15	Mr. Syed Adil Gilani, Chairman Transparency International – Pakistan	Vote of Thanks
12:30 to 13:30 LUNCH		
Session 2: Pakistan’s Leadership Challenges: Analysis & Recommendations		
13:30 to 15:15 hours Chair: Dr. Asadullah Kazi Vice Chancellor Isra University, Hyderabad		
13:30	Prof. Dr. Rafia Ahmed Sheikh Pro Vice Chancellor University of Sindh, Jamshoro	Speaker
14:15	Question & Answer Session	
15:00	Speech by the Chair	
15:15 to 15:45 TEA BREAK		
Session 3: Strengthening Civil Society		
15:45 to 17:30 hours Chair: Prof. Dr. Mansoor Kundi Dean of Languages University of Balochistan, Quetta		
15:45	Ms. Tazeen javed Manger Development Communication Agha Khan Foundation NGO Resource Center	Speaker
16:30	Question & Answer Session	
17:15	Speech by the Chair	
17:30	Closing for Day – 1	

**Fourth Workshop of “Youth in Governance”
26th & 27th August, 2008
DAY - 2**

Session 1: Democracy & Good Governance	
09:00 to 10:45 hours Chair: Dr. Syed Anwar Ali Shah Dean, Faculty of Commerce & Business Administration University of Sindh, Jamshoro	
09:00	Tilawat-e-Quran-Pak
09:05	Prof. Dr. Mansoor Kundi Dean of Languages University of Balochistan, Quetta Speaker
09:50	Question & Answer Session
10:30	Speech by the Chair
10:45 to 11:15 TEA BREAK	
Session 2: Ethics & Social Welfare	
11:15 to 13:00 hours Chair: Prof. Dr. Iqbal Ahmed Panhwar Dean, Faculty of Social Sciences University of Sindh, Jamshoro	
11:15	Dr. Parvaiz Ahmed Pathan Controller Examination University of Sindh, Jamshoro Speaker
12:00	Question & Answer Session
12:45	Speech by the Chair
13:00 to 14:00 LUNCH	
Session 3: Concluding Session	
14:00 to 15:45 hours Chief Guest: Prof. Dr. Abdul Qadeer Khan Rajput Vice Chancellor Mehran University of Engineering & Technology, Jamshoro	
14:00	Presentation by students
15:00	Concluding Remarks by the Chief Guest
15:15	Distribution of Certificates
15:30	Transparency International – Pakistan Vote of Thanks
15:40	Closing of the Workshop

Annexure 5.

5th “Youth in Governance” Workshop
Venue: Bahauddin Zakariya University, Multan
Date: 26th & 27th Novembert, 2008

Fifth Workshop of “Youth in Governance”
26th & 27th November, 2008
DAY - 1

Session 1: Inaugural Session		
10:00 to 11:30 hours Chief Guest: Prof. Dr. Muhammad Zafarullah Vice Chancellor, Bahauddin Zakariya University		
10:00 – 10:30	Registration	
10:30	Tilawat-e-Quran-Pak	
10:35	Mr. Saad Rashid, Executive Director Transparency International-Pakistan	Introduction
10:45	Prof. Dr. Muhammad Zafarullah Vice Chancellor, Bahauddin Zakariya University	Inaugural Speech
11:15	Mr. Syed Adil Gilani, Chairman Transparency International – Pakistan	Vote of Thanks
11:30 to 12:00 TEA BREAK		
Session 2: Corruption: A Main Cause of Political Instability		
12:00 to 13:30 hours Chair: Prof. Dr. Azra Asghar Ali Chairperson, Pakistan Studies Dept, BZU		
12:00	Prof. Dr. Mansoor Kundi Dean of Languages, University of Balochistan, Quetta	Speaker
12:40	Question & Answer Session	
13:15	Speech by the Chair	
13:30 to 14:30 LUNCH BREAK		
Session 3: Human Rights		
14:30 to 16:00 hours Chair: Dr. Shirin Bukhari Head of English Dept, BZU		
14:30	Mr. Rashid Rehman Coordinator Multan Task Force HRCF	Speaker
15:10	Question & Answer Session	
15:45	Speech by the Chair	
16:00	Closing for Day – 1	

**Fifth Workshop of “Youth in Governance”
26th & 27th November, 2008
DAY - 2**

Session 1: Leadership Crises: Challenges Ahead	
10:00 to 11:45 hours Chair: Prof. Dr. Mansoor Kundi	
10:00	Tilawat-e-Quran-Pak
10:05	Prof. Dr. Syed Khawaja Alqama Dean, Faculty of Arts & Social Sciences, BZU Speaker
10:45	Question & Answer Session
11:30	Speech by the Chair
Session 2: Community Participation	
11:50 to 13:30 Chair: Mr. Khalid Saeed Professor, Psychology Dept, BZU	
11:50	Mr. Muhammad Zia-ur-Rehman Chief Executive, Awaz Foundation Speaker
12:30	Question & Answer Session
13:15	Speech by the Chair
13:30 to 14:30 LUNCH	
Session 3: Concluding Session	
14:30 to 16:10 hours Chair: Dr. Hayat Awan Dean, Institute of Management Sciences (IMS) Bahauddin Zakaraiya University	
14:30	Presentation by the students
15:30	Concluding Remarks by Chair
15:45	Distribution of Certificates
16:00	Transparency International – Pakistan Vote of Thanks
16:10	Closing of the Workshop

Annexure 6

Regional Governance Meeting, Transparency International Asia Pacific (TIAP) Chapters Manila, Phillipines 21-24 May, 2008

Day One, 21 May, 2008

10:00 – 11:00 Public Outreach Meeting
11:15 –12:15 Panel Discussion 2
13:15 – 14:15 Civil society approaches to counter political corruption: lessons learnt from the Anticorruption Movement
14:30 –15:30 Civil society approaches to foster judicial integrity: Lessons learnt from the Anti-corruption Movements
16:00 –17:00 Civil society approaches to Curbing Corruption in Public Procurement: Lessons learnt from the Anti-corruption Movement

Day Two, 22 May, 2008

Side meetings

1. Developments in the NIS Methodology
2. Preventing Corruption in
3. Humanitarian Assistance – TI role in countries like Burma?
4. Pacific Advisory Group Meeting
5. Progress on Governance and
6. Transparency Fund ALAC Proposal
7. Fundraising: Endowment Funds
8. Promoting Revenue
9. Transparency Companies Report
10. Youth Integrity Survey Pilot
11. UNDEF South Asia Proposal

Day Three, 23 May, 2008

8:45 – 9:15 Plenary Opening Session
9:15 –10:30 Plenary Session
11:00 –12:30 Sub regional NC Updates
12:30 –13:30 Sub regional Advocacy
14:30 –18:00 Effective communication and media relations for handling transition and crisis
14:30 –18:00 Building Sustainability through Effective Donor Relations

**Day Four,
24 May, 2008**

9:30 –12:00 Adapting Advocacy and Legal Advice Centers to the Asia-Pacific Context

9:30 –12:00 Humanitarian Assistance

13:00 –15:00 Developing the Youth Integrity Promotion Programme

13:00 –15:00 Increasing Citizen Participation in Development Accountability

15:30 –17:30 Increasing Political Finance Transparency in Asia Pacific

15:30 –17:30 Preparing for the GCR Launch 2008 on Water

Annexure 7

**Transparency International
Asia Pacific Department
Regional Governance Meeting
Athens, Greece, 26 & 27 October 2008**

Day 1

Session 1 Chapter Reports: National Anti-Corruption Context and Strategic Programme
Session 2 Group Discussions: Common National Anti-corruption Contexts and Strategic Programme
Session 3 TI-S Update since Manila's Regional Programme Meeting
Session 4 TIAP Strategy 2012 - Implementation: APD Update
Session 5 TIAP Strategy 2012 - Implementation: Regional Activities
Session 6 TIAP Strategy 2012 - Implementation: Suggestions, Ideas and Proposals
Session 7 TIAP 2012 - Implementation Suggested Adjustments 10

Day 2

Session 8 Strengthening our accountability and governance standards: International NGO Best Practice
Session 9 Strengthening our accountability and governance standards: International NGO Best Practice (Group and Plenary Discussions)
Session 10 NGO Accountability and Chapter Governance
Session 11 Discussion on Key Topics of the AMM
Session 12 Fundraising Success: what has worked?
Session 13 Summary of Action Points and Matters Arising
Session 14 Closing Session

Annexure 8

*TI's Annual Membership Meeting
28-29 October 2008 – Athens, Greece*

CdS-StC_2008.09.01

Draft Agenda

Tuesday, 28 October 2008

14.00 – 15.00: Opening plenary
AND

Presentation of recommended AMM resolution for vote on the next day, with request to submit amendment to dedicated people/box by the evening 2000 hours.

15.00 – 16.30 Working as a global Movement: TI National Chapters in action
Plenary presentations from National Chapters

16.30 – 17.00: Coffee break

17.00 - 18.30 Plenary on Implementing TI-2010

18.30 – 20.00 Plenary discussion on TI Global Campaign 2009

20.30: Opening Dinner

Wednesday, 29 October 2008

8.00 to 8.45 formal AMM registration

9.00 to 12.45 Formal AMM Plenary, chaired by Huguette Labelle

Opening and update

1. Adoption of Agenda
2. Confirmation of the minutes of last meeting
3. Progress Report from the Board Committees

Finance

4. Consideration and Approval of the 2007 Annual Report and Financial Statements
5. Presentation of 2008 financial update and of the 2009 budget

Governance

6. Determination of fees, if any, payable by TI Members
7. Modalities for NC/TI-S cooperation on international projects
8. Vote on resolutions
9. Any other business

12.45 to 14.00 Lunch break

14.00 to 17.00 Formal AMM Plenary (cont'd)

Elections

10. Election to the Chair position
11. Election to the Vice-Chair position
12. Election to the Board of Directors
13. Election to the Membership Accreditation Committee

20.00 Closing Dinner

Annexure 9.

LOGICAL FRAMEWORK MATRIX

Phase II - Duration: 1.3.2008 – 28.2.2011

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
Impact: PAKISTAN BECOMES A LESS CORRUPT COUNTRY	1. Pakistan's score/rating improves from previous year in TI's report.	1. CPI ¹ report.	<ul style="list-style-type: none"> Political will for addressing corruption. Speedy dispensation of justice NRO's² approval will affect the anti-corruption drive (risk).
Outcome 1 DUTY BEARERS IN SELECTED PUBLIC SECTOR ORGANISATIONS PRACTICE GOOD GOVERNANCE	1. Citizen's perception about quality of services and transparency in public sector improves against baseline.	1. Baseline; and annual perception surveys; Report card studies.	<ul style="list-style-type: none"> Regulatory authorities effectively fulfil mandated role.
Output 1.1 Enhance the capacity of the CBR ³ and the AGP ⁴ at the federal level to implement anti-corruption reforms Major Activities: 1. Design training programmes for potential organizations for transparent procurement (PPR ⁵ 2004). 2. Draw up a training schedule and	1. 10 public organizations provided with technical support to implement PPR 2004 by Feb. 2011. 2. At least 2 PPR2004 training workshops per year organized in different cities.	1. List of organization; MoUs; TI-P database of services provided. 2. Reports of training workshops; List of participants;	

¹ Consumer Price Index

² National Reconciliation Ordinance

³ Central Board of Revenue

⁴ Auditor General of Pakistan

⁵ Public Procurement Rules

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>disseminate to all public and semi-autonomous organizations.</p> <p>3. Secure nominations</p> <p>4. Organize training workshops (2/yr) in different cities.</p> <p>5. Follow-up trained personnel and organizations for compliance.</p> <p>6. Provide technical assistance to organizations, on need basis.</p> <p>6.1. Sign MoUs with interested organizations.</p> <p>6.2. Prepare jointly with organizations procurement manuals (in line with integrity pact).</p> <p>6.3. Vetting of tender documents to comply with PPR.</p> <p>6.4. Identify, document and disseminate case studies (good and bad practices).</p>			
<p>Output 1.2 Enhance the capacity of the Provincial Ministries of Irrigation & Power and Agriculture in Sindh to implement anti-corruption reforms.</p> <p>Major Activities:</p> <p>1. Design advocacy campaign for implementation of relevant laws/policies (incl. in-house accountability) esp. in education/judiciary sector.</p> <p>2. Develop advocacy material and distribute</p> <p>3. Identify advocacy partners and build their capacities.</p> <p>4. Carryout media campaign</p> <p>5. Pursue modification of rules (of respective organizations) to address</p>	<p>1. Advocacy campaign on at least 2 topics per year undertaken.</p> <p>2. Recommendations for modification of organizational rules for at least 2 public sector institutions formulated by Dec 2009 and forwarded for approval.</p> <p>3. Three partners trained and do advocacy on their own.</p>	<p>1. Minutes of meetings; correspondence; report of advocacy events; media clippings;</p> <p>2. Document on recommended modifications; correspondence; follow-up reports.</p> <p>3. List of participants/ organizations; Activity report of partners; media clippings;</p>	

⁶ Freedom of Information

⁷ Local Government Ordinance

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>corruption</p> <p>5.1 Organize discussions with/among subject specialist for formulation of recommendations</p> <p>5.2 Pursue notification of modifications.</p> <p>5.3 Disseminate to respective organizations</p> <p>5.4 Follow-up implementation of modifications (training, guidelines, monitoring, etc.)</p> <p>6. Advocate Provincial. Govt. for implementation of FOI⁶ Act and LGO⁷ 2000 vis-à-vis access to information.</p> <p>6.1 Actively pursue publication of departmental information (as per FOI Act and LGO 2000) on the websites of selected sectors.</p> <p>7. Advocate promptness in accountability of extra judicial actions by police/law enforcement agencies.</p> <p>7.1 Review existing laws and constitutional rights, and develop simplified information material for public awareness.</p> <p>7.2 Work out strategy for implementation of protection of citizen jointly with M/Law, M/Interior, Pakistan Law Commission, and Judiciary.</p>			
<p>Output 1.3 Enhance the capacity of NAB⁸ to ensure compliance with UNCAC and NACS.</p> <p>Major Activities:</p> <p>1. Carry out gap analysis of implementation of NACS.</p> <p>1.1. Organize stakeholders' conference on implementation of NACS.</p>	<p>1. Annual shadow report on UNCAC prepared by December each year and disseminated.</p> <p>2. Report on NACS implementation based on stakeholder feedback prepared and distributed by</p>	<p>1. Shadow report; distribution list.</p> <p>2. NACS implementation report; distribution list.</p> <p>3. NCPS annual reports; distribution list; media clippings; minutes of presentation events.</p> <p>4. Report Card studies; Distribution lists;</p>	

⁸ National Accountability Bureau

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>1.2. Form working groups to gather data from various stakeholders.</p> <p>1.3. Analyse data and prepare recommendations for specific sectors.</p> <p>1.4. Print and distribute report.</p> <p>2. Prepare and disseminate shadow report on implementation of UNCAC.</p> <p>2.1. Gather/collect information of steps taken by Govt.</p> <p>3. Carryout national corruption perception surveys (annually).</p> <p>3.1. Review and strengthen NCPS design and methodology.</p> <p>3.2. Conduct National annual surveys –</p> <p>3.2.1 Train partners on questionnaire.</p> <p>3.3. Prepare, print and disseminate NCPS report.</p> <p>4. Gather data/info from supported institutions regarding their compliance with PPR 2004.</p> <p>4.1. Monitor departmental and PPRA websites, print-media, etc. to spot discrepancies in public procurements and advice respective organizations to rectify and report to PPRA/Govt.</p> <p>4.2. Follow-up respective organizations for remedial measures/corrective action.</p> <p>5. Conduct report card studies of services annually, and disseminate reports.</p> <p>5.1. Seek citizens’ feedback on performance of complaint centres of CDGK (18 towns)</p> <p>5.2. Seek users’ feedback on performance of selected organizations (other than LG).</p> <p>5.3. Print and disseminate reports</p>	<p>Dec. 2009.</p> <p>3. National Corruption Perception Survey carried out and disseminated during 1st quarter each year beginning 2009.</p> <p>4. Three “Report Card” studies of CDGK complaint centres (1 per year) and at least 2 selected service-providers carried out and published by Feb. 2011.</p> <p>5. Annual report on PPR monitoring (No. of discrepancies identified and corrective actions taken) prepared and shared with relevant authorities in June each year (starting 2008).</p>	<p>5. TI-P’s annual PPR monitoring reports; distribution lists;</p>	

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>Outcome 2 TRANSPARENT SYSTEMIC REFORMS AND ANTI-BRIBERY PRACTICES IN SELECTED PRIVATE SECTOR ENTITIES STRENGTHENED</p>	<ol style="list-style-type: none"> 1. Periodic briefs on cost of corruption and good practices developed and disseminated. 2. Increase in number of organization attending training programs, sign MoUs, send documents for vetting. 	<ol style="list-style-type: none"> 1. Report; case studies; 	<ul style="list-style-type: none"> • Regulatory bodies effectively monitor compliance.
<p>Output 2.1 Enhance the capacity of one or two selected large private sector entities based in Karachi to adopt anti-bribery principles in their practices especially in procurement.</p> <p><u>Major Activities:</u></p> <ol style="list-style-type: none"> 1. Adapt TI's policy for curbing bribery by the private sector organizations. 2. Organize seminars of potential organizations and make presentation of the anti-bribery policy. 3. Sign MoUs with interested organizations 4. Facilitate in review of organizational rules/procedure in line with anti-bribery policy, if needed. 5. Take up reported misuse of power with relevant authorities for redress. 6. Advocate and support Chambers to promote anti-bribery policy. 7. Follow-up and seek their experiences; document case studies and disseminate. 	<ol style="list-style-type: none"> 1. TI's Policy for curbing bribery by private sector adapted by June 2008. 2. At least 1 seminar per year for dissemination of anti-bribery policy organized for private businesses. 3. At least 3 private sector organizations are supported with implementation of anti-bribery principles by Feb 2011. 	<ol style="list-style-type: none"> 1. Policy document. 2. Reports of seminars; list of participants/organizations; 3. List of organizations; MoUs; Feedback reports. 	<ul style="list-style-type: none"> • Private sector willing to subscribe to TI's policy.
<p>Outcome 3 RIGHT HOLDERS AND CIVIL SOCIETY ORGANISATIONS ACT AS CHANGE AGENTS TO DETER CORRUPTION</p>	<ol style="list-style-type: none"> 1. No. of actions / initiatives taken by CSOs for promoting transparency and curbing corruption by end Feb 2011. 	<ol style="list-style-type: none"> 1. CSO reports; media clippings; interviews with people. 	<ul style="list-style-type: none"> • Political and legal conditions remain conducive for CSOs

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>Output 3.1 Train one or two selected CSO per province to promote transparency and minimise corruption in their target areas.</p> <p>Major Activities:</p> <ol style="list-style-type: none"> 1. Mapping of relevant CSOs in all four provinces. 2. Select partners (esp. having outreach to vulnerable groups and rural areas) in each province based on selection criteria. 3. Sign MoUs between TI-P and selected CSOs 4. Carryout annual training needs assessment of partners 5. Design capacity building programmes and implement. <ol style="list-style-type: none"> 5.1. Awareness raising skills 5.2. Corruption monitoring skills/techniques 5.3. Advocacy techniques 6. Regularly provide information / material (NCPS and other reports) to partners. 7. Guide and support partners in monitoring and reporting of corruption. 8. Organize annual meeting (partners day) for experience sharing. 	<ol style="list-style-type: none"> 1. Partnership with at least 2 CSOs per province established by June. 2009. 2. All partners are provided with required trainings (based on TNA by Dec. 2009. 3. At least 50% of backstopping requests of partners fulfilled each year. 4. Annual experience sharing event of partners organized. 	<ol style="list-style-type: none"> 1. MoUs 2. Training reports; TNA; 3. TI-P's records; request letters 4. Event report. 	<ul style="list-style-type: none"> •
<p>Outcome 4 RIGHT HOLDERS AND CIVIL SOCIETY BECOME MORE AWARE OF THEIR RIGHTS, RESPONSIBILITIES AND THE NEGATIVE IMPACT OF CORRUPTION</p>	<ol style="list-style-type: none"> 1. People's knowledge of their rights in TI-P's target areas increased compared to the baseline. 2. Increase in No. of people asserting their rights (getting services without illegal gratification) against baseline. 	<ol style="list-style-type: none"> 1. Pre-and post KAP⁹ survey. 2. KAP Survey (knowledge, attitude and practice) 	

⁹ Knowledge, Attitude and Practice

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>Output 4.1 Carry out mass awareness campaigns against corruption in all the four provinces within the context of International Anti-Corruption Day</p> <p>Major Activities:</p> <p>1. Develop/adapt publicity material around various topics (targeted to exploiters and exploited) related to corruption–produce for mass distribution and to partners.</p> <p>1.1. Simplified version of UNCAC and NACS for public and duty bearers.</p> <p>2. Organize seminars and walks – e.g. 9th Dec. (anti-corruption day) 1/yr/prov.)</p> <p>3. Produce (TV/theatre) plays and distribute to TV channels.</p> <p>4. Encourage/partner with Radio/TV channels for regular discussion/programmes around corruption and backstop with information.</p> <p>5. Publish key messages through advertisements.</p> <p>6. Produce and disseminated e-newsletter (quarterly).</p> <p>6.1. Translate e-newsletter in Urdu, print and distribute to CBOs/partners.</p> <p>7. Support partners to carryout awareness raising activities at local level.</p> <p>7.1. Identify areas/pockets and groups vulnerable to corruption jointly with partners.</p> <p>7.2. Facilitate partners in adapting/developing awareness material to local needs/issues.</p> <p>7.3. Support partners in organizing awareness campaigns, walks, etc.</p> <p>7.4. Follow-up and monitor partners</p>	<ol style="list-style-type: none"> 1. Awareness material for targeted audiences prepared and distributed. 2. Awareness campaign on electronic and print media on at least 2 topics per year carried out. 3. At least 3 awareness events (walks, talks, seminars, etc.) organized by TI-P per year. 4. At least 6 partners (CSOs in 4 provinces) carried out at least 2 local level awareness events per year beginning 2009. 5. Posters/billboard at strategic locations posted in major cities. 	<ol style="list-style-type: none"> 1. Awareness material (leaflets, brochures, caps, T-shirts, pens, etc.) 2. Media clippings; 3. Event report; photographs; media clippings 4. Partners reports; local media clippings; photographs 5. List of locations; photographs. 	<ul style="list-style-type: none"> •

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>Output 4.2 Motivate children, adolescents and youth to promote principles of integrity in two to three annual events and school activities</p> <p>Major Activities:</p> <p>1. Identify and partner with academic institutions and mobilize children, adolescents and youth around principles of integrity</p> <p>1.1. Establish youth clubs in academic institutions (additional) 1.2. Strengthen and support existing youth clubs.</p> <p>2. Organize series of lectures at institutions</p> <p>3. Hold poster and debate competitions at youth clubs level.</p> <p>4. Organize poster painting & stage play competition among school children and exhibit</p> <p>5. Organize youth workshops in all provinces (2/yr)</p> <p>6. Organize national youth conference (1)</p>	<ol style="list-style-type: none"> 1. At least 16 youth clubs formed and functional in different parts of country by Feb 2011. 2. At least 20 events (lectures and debates) organized for youths at their respective educational institutions by Feb 2011. 3. At least 1 poster competition among selected schools organized and exhibited by end Feb. 2011. 4. At least 2 art competitions among youth clubs held each year. 5. At least 3 provincial level workshops for youth clubs organized by Feb 2011. 6. One national youth conference organized by Feb. 2011. 	<ol style="list-style-type: none"> 1. List of institutions; membership records; 2. Event reports; photographs; 3. List of entries/schools; Booklet of selected posters; Media clippings of exhibition 4. List of entries; Photographs; list of winners 5. Workshop reports; media clippings; photographs; 6. Conference reports; media clippings; photographs; 	
<p>Output 4.3 Complaint centres established to redress civic complaints in one city or town per province</p> <p>Major Activities:</p> <p>1. Make presentations to NRB provincial governments and prospective partners (governance projects)</p> <p>1.1. Follow-up</p> <p>2. Replicate complaint centre model in each province (one/prov.)</p> <p>2.1. Identify NGO (esp. SDC/USAID partners) in each province. 2.2. Train partners. 2.3. Backstop partners (incl. on site training)</p>	<ol style="list-style-type: none"> 1. Complaint centres established in at least 1 town in each province and made functional by end Dec. 2010. 	<ol style="list-style-type: none"> 1. MoUs; Websites; Photographs; media clippings; citizen's feedback 	<ul style="list-style-type: none"> • Local Govts. / NRB willing and cooperate.

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
2.4. Identify backstopping needs with CDGK and support if needed. 2.5. Replicate Complaint Centre			
Outcome 5 TI-P RECOGNISED AS THE FOCAL POINT FOR PROMOTION OF TRANSPARENCY AND ANTI-CORRUPTION PRACTICES IN PAKISTAN.	1. 20% Increase in number of service requests (advice/ clarification, talks/ presentations, publications, etc.) by public, private and civil society organizations (other than partners). At present approximately 50 per year	1. Request log (letters, emails, calls, visits, etc.); Record of response.	The organisational changes and staff training will enable TI-P to successfully implement the ACP
Output 5.1 Structures, systems and capacities of TI-P enhanced and adapted to implement the Programme. <u>Major Activities:</u> 1. Assess and revise organizational structure, policies and review/ revise job descriptions/salaries for all positions – keeping in view ACPP activities. 2. Recruit required staff – as per revised structure. 3. Prepare and implement staff capacity building plan based on TNA. 3.1 Organize Gender and HRBA sensitization workshops for TI-P staff 4. Develop and functionalize M+E system. 4.1. Review/ design M+E tools (wrt gender, etc.) 5. Enhance and maintain TI-P's website. 6. Review and improve financial management system.	1. Organizational needs assessed by April 2008, staff recruited by June 2008 and trained as per TNA. 2. Pool of volunteers (advisors, members) enhanced. 3. Operational and financial manuals reviewed and revised according to acceptable best practices June 2008. 4. M&E systems developed by Sep. 2008 and made operational 5. TI-P websites upgraded and maintained regularly. 6. Resource centre established by June 2009 and maintained.	1. Revised structure; Organogramme; training reports; 2. List of volunteers; 3. Standard Operating Procedures (SOPs); Manuals; 4. M+E guidelines; tools; data/reports 5. Websites of TI-P, YinG and Child's view of corruption 6. List of material;	Adequately qualified personnel join and remain in TI-P.

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>6.1. Commission annual audit.</p> <p>7. Establish a resource centre.</p> <p>8. Conduct quarterly review meetings (internal and with SDC)</p> <p>8.1. Prepare YPOs</p> <p>8.2. Prepare and submit six-monthly progress reports.</p> <p>9. Convene Board meetings (3/yr)</p> <p>10. Expand membership of trustees, advisors and members (esp. from different strata)</p> <p>11. Network with national and international allies (e.g. TI chapters).</p> <p>12. Participate in national and international fora.</p> <p>13. Seek legal advice/support for TI-P, on need basis.</p> <p>14. Organize mid-term review jointly with partners.</p> <p>15. Cooperate / Facilitate in phase-end external review.</p>			

Annexure 10

TIME CHART/WORK PLAN

Institutional Support		2008										2009	
		Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
E	STRUCTURE, SYSTEMS, AND CAPACITIES OF TI-P ENHANCED TO IMPLEMENT THE PROGRAMME.												
E.1	Assess and revise organizational structure, policies and review/ revise job descriptions/salaries for all positions – keeping in view ACPP activities.	■	■	■	■								
E.2	Recruit required staff – advertise, interview & select	■	■	■									
E.3	Prepare and implement staff capacity building plan based on TNA.			■	■	■	■	■	■	■	■	■	■
E.4	Review/ design M+E tools (wrt gender, etc.)	■	■	■	■								
E.5	Enhance and maintain TI-P's website.	■	■	■	■	■	■	■	■	■	■	■	■
E.6	Review and improve financial management system.	■	■	■	■								
E.7	Establish a resource centre.					■	■	■	■	■	■	■	■
E.8	Convene Board meetings (3/yr)				■				■				■
E.9	Expand membership of trustees, advisors and members (esp. from different strata), hold Annual Members Meeting				■						■		
E.10	Network with national and international allies (e.g. TI chapters).	■	■	■	■	■	■	■	■	■	■	■	■
E.11	Participate in national and international fora.			■					■				
E.12	Seek legal advice/support for TI-P, on need basis.				■						■		

Programme	2008										2009	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Activities & Sub-Activities												
PAKISTAN BECOMES A LESS CORRUPT COUNTRY												
Outcome 1												
DUTY BEARERS IN SELECTED PUBLIC SECTOR ORGANISATIONS PRACTICE GOOD GOVERNANCE												
Output 1.1												
ENHANCE THE CAPACITY OF THE CBR AND THE AGP AT THE FEDERAL LEVEL TO IMPLEMENT ANTI-CORRUPTION REFORMS												
1. Design Training program for potential organizations for transparent procurement (PPR2004).	■	■	■	■								
2. Draw up a training schedule and disseminate to all public and semi-autonomous organizations.			■	■								
3. Secure nominations					■	■						
4. Organize training workshops (2/yr) in different cities.						■						■
5. Follow-up trained personnel and organizations for compliance.							■	■	■	■	■	■
6. Provide technical assistance to organizations, on need basis.	■	■	■	■	■	■	■	■	■	■	■	■
6.1. Sign MoUs with interested organizations.				■								■
6.2. Prepare jointly with organizations procurement manuals (in line with integrity pact).											■	■
6.3. Vetting of tender documents to comply with PPR	■	■	■	■	■	■	■	■	■	■	■	■
6.4. Identify, document and disseminate case studies (good and bad practices).									■	■		
Output 1.2												
ENHANCE THE CAPACITY OF THE PROVINCIAL MINISTRIES OF IRRIGATION, POWER AND AGRICULTURE IN SINDH TO IMPLEMENT ANTI CORRUPTION REFORMS												
1. Design advocacy campaign for implementation of relevant laws/policies (incl. in-house accountability) esp. in education/judiciary sector.					■	■						
2. Develop advocacy material and distribute					■	■	■	■	■	■	■	■
3. Identify advocacy partners and build their capacities.					■	■	■	■	■	■	■	■
4. Carryout media campaign			■	■					■	■		
5. Pursue modification of rules (of respective organizations) to												

Programme	2008										2009	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
address corruption												
5.1. Organize discussions with/among subject specialist for formulation of recommendations			■	■					■	■		
5.2. Pursue notification of modifications.					■	■	■	■	■	■	■	■
5.3. Disseminate to respective organizations					■	■	■	■	■	■	■	■
5.4. Follow-up implementation of modifications (training, guidelines, monitoring, etc.)					■	■	■	■	■	■	■	■
6. Advocate Govt. for implementation of FOI ^[9] Act and LGO ^[10] 2000 vis-à-vis access to information.												
6.1. Actively pursue publication of departmental information (as per FOI Act and LGO 2000) on the websites of selected sectors.						■	■	■	■	■	■	■
7. Advocate promptness in accountability of extra judicial actions by Police/law enforcement agencies.												
7.1. Review existing laws and constitutional rights, and develop simplified info material for public awareness.							■	■	■	■	■	■
7.2. Workout strategy for implementation of protection of citizen jointly with M/Law, M/Interior, Pakistan Law Commission, and Judiciary.							■	■	■	■	■	■
Programme Management Cost Outcome 1	■	■	■	■	■	■	■	■	■	■	■	■
Output 1.3												
ENHANCE THE CAPACITY OF NAB TO ENSURE COMPLIANCE WITH UNCAC AND NACS												
1. Carry out gap analysis of implementation of NACS.												
1.1. Organize stakeholders' conference on implementation of NACS.												
1.2. Form working groups to gather data from various stakeholders.												
1.3. Analyse data and prepare recommendations for specific sectors.												
1.4. Print and distribute report.												
2. Prepare and disseminate shadow report on implementation of UNCAC conventions.												
2.1. Gather/collect information of steps taken by Govt.							■	■				

Programme	2008										2009	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
3. Carryout national corruption perception surveys (annually).												
3.1. Review and strengthen NCPS design and methodology.		■	■	■								
3.2. Conduct National annual surveys.			■	■	■	■	■	■				
3.2.1 Train surveyors (partners) on questionnaire.		■	■	■	■							
3.3. Prepare, print and disseminate NCPS[4] report.							■	■	■	■		
4. Gather data/info from supported institutions regarding their compliance with PPR[5] 2004.	■	■	■	■	■	■	■	■	■	■	■	■
4.1. Monitor departmental and PPRA[6] websites, print-media, etc. to spot discrepancies in public procurements and advise respective organizations to rectify, and report to PPRAs/Govt.	■	■	■	■	■	■	■	■	■	■	■	■
4.2. Follow-up respective organizations for remedial measures/corrective action.	■	■	■	■	■	■	■	■	■	■	■	■
5. Conduct report card studies of services annually, and disseminate reports.												
5.1. Seek citizens' feedback on performance of complaint centres of CDGK[7] (18 towns)							■	■	■	■		
5.2. Seek users' feedback on performance of selected organizations (other than LG).										■	■	
5.3. Print and disseminate reports											■	■
Outcome 2												
TRANSPARENT SYSTEMIC REFORMS AND ANTI-BRIBERY PRACTICES IN SELECTED PRIVATE SECTOR ENTITIES STRENGTHENED												
Output 2.1												
ENHANCE THE CAPACITY OF ONE OR TWO SELECTED LARGE PRIVATE SECTOR ENTITIES BASED IN KARACHI TO ADOPT ANTI-BRIBERY PRINCIPLES IN THEIR PRACTICES ESPECIALLY IN PROCUREMENT												
1. Adapt TI's policy for curbing bribery by the private sector organizations.						■	■					
2. Organize seminars of potential organizations and make presentation of the anti-bribery policy.							■					
3. Sign MoUs with interested organizations								■	■			
4. Facilitate in review of organizational rules/procedure in line with anti-bribery policy, if needed.									■	■		

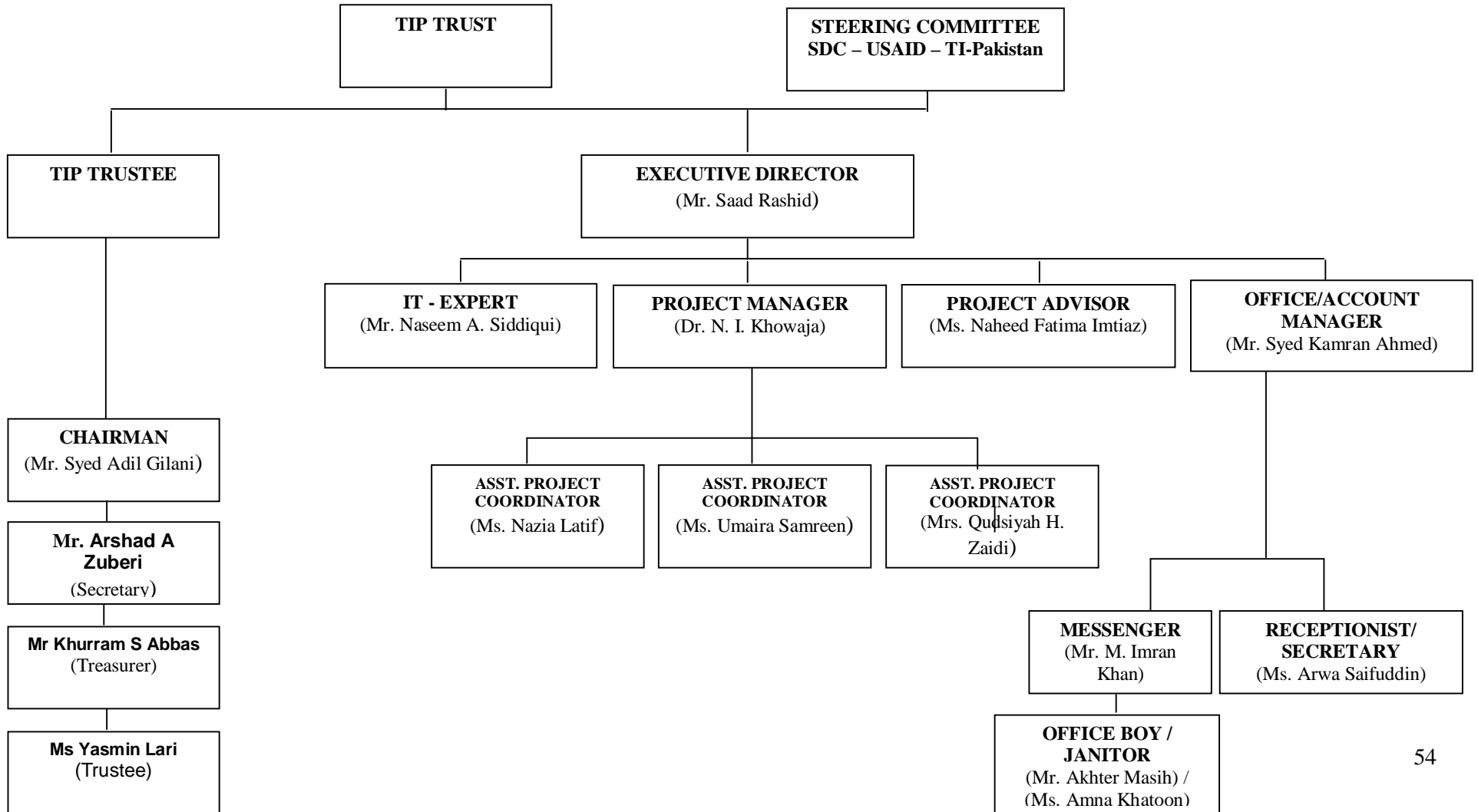
Programme	2008										2009	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Activities & Sub-Activities												
5. Take-up reported misuse of power with relevant authorities for redress.							■	■	■	■	■	■
6. Advocate and support Chambers to promote anti-bribery policy.									■	■		
7. Follow-up and seek their experiences; document case studies and disseminate.									■	■	■	■
Programme Management Cost	■	■	■	■	■	■	■	■	■	■	■	■
C. Outcome 3												
SELECTED CREDIBLE CIVIL SOCIETY ORGANIZATIONS (CSOs) ACT AS CHANCE AGENTS TO DETER CORRUPTION												
Output 3.1												
TRAIN ONE OR TWO SELECTED CSO PER PROVINCE TO PROMOTE TRANSPARENCY AND MINIMISE CORRUPTION IN THEIR TARGET AREAS												
1. Mapping of relevant CSOs in all four provinces.				■	■	■						
2. Select partners (esp. having outreach to vulnerable groups and rural areas) in each province based on selection criteria.						■	■	■				
3. Sign MOUs between TI-P and selected CSOs								■	■			
4. Carryout training needs assessment of partners								■	■	■		
5. Design capacity building program and implement.												
5.1. Awareness raising skills								■	■	■	■	■
5.2. Corruption monitoring skills/techniques								■	■	■	■	■
5.3. Advocacy techniques								■	■	■	■	■
6. Regularly provide information / material (NCPS[11] and other reports) to partners.							■	■	■	■	■	■
7. Guide and support partners in monitoring and reporting of corruption.								■	■	■	■	■
8. Organize annual meeting (partners day) for experience sharing.												■
Programme Management Cost	■	■	■	■	■	■	■	■	■	■	■	■
D. Outcome 4												
RIGHT HOLDERS AND CIVIL SOCIETY BECOME MORE AWARE OF THEIR RIGHTS &												

Programme	2008										2009	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Activities & Sub-Activities												
RESPONSIBILITIES AND THE NEGATIVE IMPACT OF CORRUPTION												
Output 4.1												
CARRY OUT MASS AWARENESS CAMPAIGNS AGAINST CORRUPTION IN ALL THE FOUR PROVINCES WITHIN THE CONTEXT OF INTERNATIONAL ANTI-CORRUPTION DAY												
1. Develop/adapt of publicity material around various topics (targeted to exploiters and exploited) related to corruption—produce for mass distribution and to partners.												
1.1. Simplified version of UNCAC, NACS and other material for public and duty bearers produced and distributed					███	███	███					
2. Organize period (1/yr/prov.) seminars and walks – e.g. 9th Dec. (anti-corruption day).			███			███			███	███		███
3. Produce (TV/theatre) plays and distribute to TV channels.									███	███		
4. Encourage/partner with Radio/TV channels for regular discussion/programs around corruption and backstop with information.				███	███	███	███	███	███	███		
5. Publish key messages through advertisements.				███						███		
6. Produce and disseminated e-newsletter (quarterly).												
6.1. Translate e-newsletter in Urdu, print and distribute to CBOs/partners.		███			███			███			███	
7. Support partners to carryout awareness raising activities at local level.												
7.1. Identify areas/pockets and groups vulnerable to corruption jointly with partners.						███	███	███				
7.2. Facilitate partners in adapting/developing awareness material to local needs/issues.							███	███	███			
7.3. Support partners in organizing awareness campaigns, walks, etc.									███	███		
7.4. Follow-up and monitor partners										███	███	███
Output 4.2												
MOTIVATE CHILDREN, ADOLESCENTS AND YOUTH TO PROMOTE PRINCIPLES OF INTEGRITY IN TWO OR THREE ANNUAL EVENTS AND SCHOOL ACTIVITIES												

Programme	2008										2009	
	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
Activities & Sub-Activities												
1. Identify and partner with academic institutions and mobilize youth around principles of integrity												
1.1. Establish youth clubs in academic institutions (additional)			███	███	███	███	███	███	███	███	███	███
1.2. Strengthen and support existing youth clubs.			███	███	███	███	███	███	███	███	███	███
2. Organize series of lectures at institutions			███	███							███	███
3. Hold poster and debate competitions at youth clubs level.				███						███		
4. Organize poster painting & stage play competition among school children and exhibit					███	███	███	███	███	███		
5. Organize youth workshops in all provinces (2/yr)						███						███
6. Organize national youth conference (1)												
Programme Management Cost Outcome 4	███	███	███	███	███	███	███	███	███	███	███	███
Output 4.3												
COMPLAINT CENTRES ESTABLISHED TO REDRESS CIVIC COMPLAINTS IN ONE CITY OR TOWN PER PROVINCE												
1. Make presentations to NRB[8], provincial governments and prospective partners (governance projects)				███	███	███						
1.1. Follow-up							███					
2. Replicate complaint centre model in each province (one/prov.)												
2.1. Identify NGO (esp. SDC/USAID partners) in each province.				███	███	███						
2.2. Train partners.					███	███				███	███	
2.3. Backstop partners (incl. on site training)								███			███	███
2.4. Identify backstopping needs with CDGK and support if needed.						███						███
2.5. Replicate complaint centre						███	███			███	███	███

Annexure 11
ORGANOGRAM

TRANSPARENCY INTERNATIONAL – PAKISTAN ORGANOGRAM



Annexure 12

MAP.

