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List of Acronyms

AFH  Anti-Fraud Hotline
ALAC  Advocacy and Legal Advice Center
CPI  Corruption Perception Index
CRC  Citizens Report Card
CSO  Civil Society Organization
CVAC  Citizens Voice Against Corruption
FBR  Federal Board of Revenue
KPK  Khyber Pakhtunkhwa
MoU  Memorandum of Understanding
NAB  National Accountability Bureau
NGO  Non-Governmental Organization
OIG  Office of Inspector General
PPRA  Public Procurement Regulatory Authority
RTI  Right to Information
SDGs  Sustainable Development Goals
TI  Transparency International
Executive Summary

Despite being an evolving democracy, Pakistan has been plagued by opaque governance over the years, which has given room for corruption and bribery. Pakistan was ranked 117th among 180 countries in the 2018 Corruption Perception Index (CPI) with a score of 33 out of 100. A key reason behind Pakistan’s high corruption stance is that the democratic set up of the country has overlooked integral components of good governance i.e. accountability and transparency.

Pakistan’s anti-corruption and transparency framework has recently undergone transformation with the passage of the Right to Information (RTI) and Whistle Blower Protection Laws. However the implementation of these acts is poor. Among the main blockades in their implementation are limited capacity of the public officials to operationalize the laws and lack of awareness in the citizenry to exercise the laws and hold the government accountable.

To address this concern, TI Pakistan has been adopting both bottom-up (citizen empowerment) and top-down (capacity development of public departments) approaches of advocacy in its commitment to mainstream the implementation of anti-corruption and governance framework of Pakistan.

For the year 2018, TI Pakistan continued to play an extensive role in developing the capacities of the stakeholders of anti-corruption while also strengthening citizens’ voices for an inclusive democracy and empowering youth and vulnerable communities to counter corruption and hold the government accountable for its performance and actions. By doing so, TI Pakistan is partaking in the implementation of the global agenda of Sustainable Development Goals (SDGs), particularly SDG 16, which puts the target of reducing corruption in all their forms as an integral development goal.

The report covers the period from January 2018 to December 2018. During the year, TI Pakistan continued to embark on citizen empowerment and citizen engagement initiatives while playing its corruption watchdog role through its flagship programs: Anti-Fraud Hotline; Monitoring Public Procurement; and Citizens’ Voice against Corruption. This year, TI Pakistan also worked significantly on youth engagement as part of its project ‘Promoting Democratic Values Amongst Young People’ which was launched last year.

During the year, TI Pakistan’s ‘Anti-Fraud Hotline’ (AFH) project has marked eight years of operation and successful monitoring and reporting of corruption, fraud, wastage, and abuse in the USAID-funded projects. The Hotline has offered a confidential and effective platform to the USAID implementing partners, employees, and other stakeholders to report the corruption and abuses they experience and witness in the USAID projects. The investigation of complaints generated through the AFH has resulted in savings and recoveries of millions of dollars.

TI Pakistan also continued to play its watchdog role to monitor the violations in country-wide public procurement practices throughout the year 2018. Letters were written to the procuring agencies informing them of the violations of Public Procurement Rules with copies to the Regular Authorities. Due to TI Pakistan’s active monitoring and reporting, following a comprehensive assessment process of public procurement tenders, almost all procuring agencies rectified their violations identified by TI Pakistan.

Under the Citizens Voice against Corruption (CVAC) program, TI Pakistan undertook several awareness and capacity building activities in 2018 to keep creating awareness of civic rights and responsibilities among the general citizens and educating them of how to exercise their fundamental
and civic rights in line with the relevant Pakistani laws. The CVAC also held awareness workshops on Right to Information (RTI) Acts across various districts throughout Pakistan. Through these initiatives, CVAC is working towards empowering the citizenry to amplify their voice against corruption.

As part of the CVAC project, TI Pakistan also carried out CRC studies covering the districts Kashmore, Shikarpur, Swat, Lower Dir, Matiari, Hyderabad, and Lasbella to get systematic feedback from the citizens in these districts on the quality of general public services in health, education, water, sanitation, and police sectors.

Under TI Pakistan’s recently inaugurated project ‘Promoting Democratic Values Amongst Young People’, the chapter organized five Youth Leadership and Integrity workshops in different districts of Sindh province. TI Pakistan also conducted training workshops on ‘Citizens Constitutional Rights & Sindh Transparency and Right to Information Act 2017’ and ‘Youth Leadership and Good Governance’. A convention on ‘Youth in Governance’ was also held as part of the project which was endeavored at developing strategies and mechanisms to sustain drive against corruption, promote good governance, and provide tools and skills to the youth to realize their responsibilities to become active members of society. The project was successfully concluded in a short span of one year empowering the civic voices of the young citizens and vulnerable communities in the Sindh province.

Looking ahead, TI Pakistan aims to focus on the areas related to governance, citizen mobilization, youth civic development, civic empowerment of women, transparency in climate change policies, monitoring of progress in achieving SDGs and sustainable collaborations with the private stakeholders of anti-corruption movement. These focus areas have been identified in line with the Strategy 2020 of TI Pakistan. In the coming years, TI Pakistan aims to accelerate the momentum for public accountability and transparency collectively all over Pakistan through collaborations and engagement as a direct manifestation of Transparency International’s movement of Together against Corruption.
Part 1: Progress Review

1.1) USAID Anti-Fraud Hotline (AFH)

To provide an effective and independent corruption oversight mechanism, the U.S. Agency for International Development (USAID) and Transparency International Pakistan (TIP) signed a cooperative agreement for the Anti-Fraud Hotline (AFH) on 22nd September 2010.

The USAID has a range of projects operating all over Pakistan having a focus on development issues that are important to both the United States and Pakistan: energy, economic growth, resilience, education, and health. While corruption is never inevitable, these projects are also prone to fraud and corruption that undermines their development potential and weakens their institutional capacity. Thus, to ensure transparency and prevention of corruption in the USAID-funded projects, the Anti-Fraud Hotline was set up.

With over eight years of oversight expertise, the Hotline has established itself as a corruption watchdog that enables and empowers citizens and beneficiaries of USAID-funded projects to understand the gravity of issues involving fraud and corruption and report allegations of fraud, wastage, and abuse which may be associated with USAID-funded programs across Pakistan.

Another year, the USAID Anti-Fraud Hotline (AFH) continued welcoming and encouraging the citizens to report fraud and corruption they witness or experience in the USAID-funded projects across Pakistan. The AFH handled 12,300 calls, and as a result 366 complaints were formulated and forwarded to the OIG for investigation. Since its inception, the Hotline has effectively handled over 105,000 calls which have resulted in the successful formulation of around 8350 complaints.

The AFH complaint cell at TI Pakistan office is operated by trained multilingual complaint management officers who receive complaints through a toll free hotline, SMS, WhatsApp, email, website, and walk-in complainants on a daily basis. After careful review and assessment, the complaints are sent to the Office of Inspector General (OIG), USAID via a secure, highly-encrypted complaint database system. To ensure a secure and confidential avenue for the reporting of complaints, only OIG and concerned TIP staff has authorized access to the complaints database.

AFH does not only focus on handling complaints regarding corruption but also scans local newspapers to pick up on any violation of PPRA rules being made in the USAID funded projects and report them to OIG and other regulatory authorities. The investigations carried out by OIG thus far have led to savings and recoveries of funds worth millions of U.S. Dollars and subsequent termination of corrupt employees of respective organizations.

TI Pakistan also works on spreading awareness regarding corruption hazards and fraud prevention among USAID implementing partners, sub-grantees, and Government-to-Government partners as part of the AFH project. Due to lack of an enabling environment to report corruption in Pakistan, the beneficiaries of USAID are often reluctant to come forward in reporting cases of fraud and corruption to the AFH. To address this, TI Pakistan has been conducting awareness workshops amongst the USAID implementing partners, their sub-grantees and beneficiaries to enhance their understanding on prevention of fraud and corruption.
In the reporting year, TI Pakistan organized six workshops on “Fraud Awareness and Prevention” in collaboration with USAID/OIG for USAID IPs, Grantees and Sub-Grantees. The aim of these workshops was to enable participants to develop pivotal understanding in identifying hotspots of fraud and corruption while being directly engaged with the representatives of USAID, OIG, National Accountability Bureau (NAB) Pakistan, and TI Pakistan.

1.2) Citizens’ Voice against Corruption (CVAC)

TI Pakistan’s Citizens Voice against Corruption (CVAC) program works for empowering the citizenry to amplify their voice against corruption. Funded by Department of Foreign Affairs & Trade, Government of Australia through TI Secretariat in Berlin, Germany, CVAC is meant to bring about eventually a more open, transparent and democratic society that rejects corruption. Under the project, TI Pakistan’s representatives reach out to the underserved population in the far-flung districts across Pakistan and educate them of how to exercise their civic rights and hold the government accountable in line with the democratic and legal framework of the country.

The CVAC program comprises of three regular components: (i) Advocacy and Legal Advice Centre (ALAC); (ii) workshops and seminars on themes such as Right to Information (RTI), social accountability, and corruption; and (iii) Citizen Report Card (CRC). The ALAC receives complaints from citizens. Our lawyer provides free legal advice and assistance to the victims and witnesses of corruption. TIP intervenes on their behalf with the concerned public officials and government departments. Under the CVAC project, awareness and capacity building sessions on Right to Information (RTI) legislations for citizens and public offices are organized regularly. Surveys are also conducted to get citizen’s feedback on the local government service delivery.
a) Advocacy and Legal Advice Centre (ALAC)

Under the Advocacy and Legal Advice Centre (ALAC), TI Pakistan’s representatives having legal expertise run mobile ALAC camps in various districts all over Pakistan throughout the year to equip the citizens with free legal guidance and advocacy and help them pursue their corruption-related complaints.

The rationale behind ALAC is that the fight against corruption will be more effective if citizens are involved. Also, engaging directly with citizens provides a deeper understanding as to how corruption works in practice. ALAC also passes on the concerns and complaints of the ALAC camp attendees to the respective government departments with an active follow-up.

During the year 2018, TI Pakistan conducted five free mobile legal advice camps in the district of Badin, Sindh; Pishin, Balochistan; Dera Ghazi Khan and Bahawalnagar, Punjab; and Buner, Khyber Pakhtunkhwa. The representatives of TI Pakistan provided free legal advice to the citizens who claimed to have been experiencing corruption in the public sector, violation of rights, unfair public dealings, and poor delivery of services including water supply and sanitation, health, public schools, and registration of Computerized National Identity Cards (CNICs).

As part of the ALAC, TI Pakistan also organized four social accountability meetings between the citizens and local government representatives in districts Dera Gazi Khan and Layyah, Punjab; Nowshera, Khyber Pakhtunkhwa; and Matiari, Sindh. A large number of citizens including women turned up in the meetings and asked questions about the problems the communities were facing. The local government officials responded to the concerns of citizens regarding health, sewage, and water supply schemes and also informed them about their challenges. These sessions provided a platform to the citizens to exercise social accountability and hold the local government accountable for its performance.
b) Right to Information Workshops and Capacity Building

As part of our advocacy on the right to information (RTI), TI Pakistan plans workshops across various districts in Pakistan to educate the citizens with the RTI regimes and their applications. These workshops serve to raise awareness about the importance of exercising RTI legislations in engaging with the government and holding it accountable for its performance.

Under the CVAC project, TI Pakistan conducted two Right to Information workshops in the year 2018 – one in Badin, Sindh on “Sindh Transparency and Right to Information Act 2017” and the other in Bahawalnagar, Punjab on “Punjab Transparency and Right to Information Act 2013”. The workshop trained the participants so that they could acquire skills on how to write an RTI application, under the key provisions of RTI legislation, to request legitimate access to the information held by public bodies. The participants in both the workshops actively took part in the discussion and Q&A session with TI Pakistan representatives and other speakers.

TI Pakistan also organized an awareness seminar ‘United against Corruption’ in Tehsil Chishtian of district Bahawalnagar. In the seminar, the speakers educated the audience of the adverse effects of corruption and the role of RTI laws and social accountability in addressing the public sector corruption in Bahawalnagar.

Besides the RTI workshops, TI-P trained public officials on “Social Accountability Tools/Approaches” at the National Institute of Management. The participants were informed about social accountability tools and processes. TI Pakistan also shared its experiences regarding social accountability that it had undertaken.

A capacity building workshop on “Strengthening and Enforcement of Anti-Corruption Mechanism” was also held in Hyderabad. The aim of the workshop was to improve capacity of government officials in strengthening and enforcement of Anti-Corruption mechanism in Pakistan.

As part of its integral efforts to enhance the civic engagement of female citizens, TI Pakistan organized a seminar on “Role of Women in a Corruption free Society” in Burewala, Punjab. About 100 females attended the seminar in which the speakers delivered valuable insights on RTI legislation in Pakistan and guided the female audience on how they can exercise their right to access information from the public departments. In one of the sessions of the seminar, a courageous woman with physical disability named Bismilla Begum shared the story of her struggle with getting her rights amidst the high prevalence of public sector corruption.
c) International Anti-Corruption Day

Being a key stakeholder of the global anti-corruption movement, Transparency International Pakistan observes International Anti-Corruption Day annually on 9th December each year. This year, TI Pakistan organized walks and seminars in 24 districts across all the provinces of Pakistan. In Sindh the activities were organized in Hyderabad, Badin, Matiari, and Jacobabad; in Punjab the districts included Dera Gazi Khan, Layyah, Vehari, Chaniot, Toba Tek Singh, Khushab, Gujrat, Lahore, Nankana and Bahawalnagar; in Balochistan the districts covered were Kallat, Jaffarabad, Lasbella and Pishin; in KPK the events were held in Mardan, Nowshera, Swat, Buner and Peshawar; and in Azad Jammu and Kashmir the anti-corruption day was observed in Muzaffarabad. A large number of citizens, civil society members, media personnel, lawyers, students, teachers and religious leaders participated in the events of International Anti-Corruption Day held this year.

d) Citizen Report Card

TI Pakistan recognizes the notion that citizens, being the users of public service, can provide the most reliable firsthand feedback on the quality of public service delivery. TI Pakistan’s Citizen Report Cards (CRC) are a participatory social audit tool that systematically surveys citizens’ opinions on the quality and adequacy of public services in their districts. The public sectors covered in the CRC studies include health, education, water, and general public presentation of the district government.

During 2018, CVAC carried out four CRC studies – one in districts Kashmore and Shikarpur, Sindh on public health sector; one in districts Swat and Lower Dir, Khyber Pakhtunkhwa on public education sector; one in districts Matiari and Hyderabad, Sindh; and one in district Lasbella, Balochistan on the quality of general public service in health, education, water, sanitation, and police sectors. Throughout the CRC surveys, TI Pakistan representative monitored the data gathering process and visited several health, education, and other public service facilities.

The citizen feedback collected through the CRC studies uncovers critical public service areas that severely lack district government’s attention and this provide a basis for TI Pakistan to engage in a dialogue with the local government to address the service delivery in the identified areas across healthcare, education, roads infrastructure, sanitation, and waste management.
1.3) Promoting Democratic Values among Young Citizens

TI Pakistan believes that educating young citizens about the value of integrity and engaging them in promoting social accountability is crucial to bringing about an open and democratic society. Since youth in Pakistan are aware of and witness corrupt practices from an early age, it is important that they are trained to effectively respond to tackle the lack of transparency and accountability in order to inculcate and mainstream a culture of democratic values in the society.

In 2017, TI Pakistan launched its project ‘Promoting Democratic Values Amongst Young People’ with an aim to provide an engaging platform for young people and the vulnerable communities in Sindh province to enable them to become aware of their civic rights and be sensitized to their responsibility to hold the government accountable. As part of the project, TI Pakistan established three Youth Integrity Clubs in Greenwich University Karachi, Sindh Agriculture University Tandojam, and Sukkur IBA University in 2017.

In 2018, TI Pakistan organized five Youth Leadership and Integrity workshops in different districts of Sindh province as part of the project. Each workshop was attended by around 60 participants who were representing different grass root organizations, civil society organizations (CSOs) and vulnerable communities.

An interactive discussion also took place between prominent politicians and young students on the role of ethics in politics and how the youth can influence, create, or change public policy decisions.

TI Pakistan conducted five training workshops on ‘Citizens Constitutional Rights & Sindh Transparency and Right to Information Act 2017’ and two workshops on ‘Youth Leadership and Good Governance’. The primary goal of these workshops was to help enhance the capacity and understanding of young people about the use of Right to Information Law to engage with government and other local stakeholders to hold them accountable.

The project ensured to have an extended outreach to the underserved village communities. Under the project, TI Pakistan conducted three Focused Group Discussions (FGDs) and Surveys each in District Badin, Thatta, and Sujawal, Sindh. The FGDs were meant to sensitize the population in the selected villages to the values of integrity, transparency, accountability and good governance. The findings of the surveys were disseminated to the public authorities and other relevant stakeholders. TI Pakistan was able to gain commitment from the government to act upon the recommendations.

Finally, TI Pakistan organized ‘Youth in Governance’ convention endeavored at developing strategies and mechanisms to sustain drive against corruption, promote good governance, and provide tools and skills to the youth to realize their responsibilities to become active members of society. The
convention was addressed by influential and inspiration speakers who coached the young audience on how they can become future leaders of tomorrow and play an active role in promoting good governance in Pakistan. More than 100 students representing 18 different universities from different areas of Sindh took part in the convention.

The project was successfully concluded giving voice to the young people and vulnerable communities in the Sindh province in a short span of one year.
Part 2: Planning the Future – Focus & Priorities for 2017-2020

Guided by Transparency International’s global movement, TI Pakistan Strategy 2020 provides a broad framework for the chapter’s key strategic pillars that revolve around collective citizens’ engagement, strengthening institutions, and advocating for anti-corruption laws and transparency. The strategic planning process began in mid-2016 taking into account the experiences, input and feedback from Board members, employees, Civil Society partners, TI Pakistan’s donors and other stakeholders. In line with the Strategy 2020, TI Pakistan focuses on the following areas for the upcoming years:

1) Good Governance

TI Pakistan strategizes to strengthen the enactment of country’s anti-corruption agenda in line with the International standards of good governance and transparency. Pakistan’s anti-corruption and transparency framework has recently undergone transformation with the passage of Right to Information (RTI) laws and Whistle Blower Protection Laws. However the implementation of these laws is still slow especially in Sindh. The main blockade in their implementation is limited capacity of the public officials to operationalize the laws and lack of awareness among the public to exercise the laws.

TI Pakistan has been an active contributor in adoption of Whistle Blower Protection Laws in Khyber Pakhtunkhwa and passage of revised Right to Information Laws in Sindh, Punjab and Khyber Pakhtunkhwa (KP). Now, in keeping with its vision to strengthen the institutional framework of Pakistan, TI Pakistan aims to keep working for the capacity building of public officials at the provincial level to accelerate the systemic implementation of these laws. TI Pakistan also plans to collaborate with civil society organizations working at the grassroots level in the rural regions of Pakistan to reach the rural citizens and educate them of the importance and applications of the RTI laws.

TI Pakistan also strategizes to extend its anti-corruption oversight role to the monitoring and transparency of public budget, revenue allocation, and public expenditures to promote transparency in the public finance sector.

2) Sustainable Development Goals (SDGs)

Being an advocate for anti-corruption and good governance, Transparency International Pakistan is a key stakeholder of Sustainability Development Goal (SDG) 16, which is concerned with reducing corruption, improving transparency, and building strong and accountable institutions. In the coming years, TI Pakistan aims to advocate for integrating anti-corruption reforms in alignment with national sustainable development agenda of Pakistan. The chapter will undertake advocacy initiatives in the coming years which include the capacity building of human resources involved in the implementation of legislations on anti-corruption and transparency. The chapter will also work for raising awareness of RTI and Whistleblowing laws amongst the general public including youth, women, and disadvantageous population through awareness campaigns and public information. By
doing so TI Pakistan aims to strengthen the implementation of SDG 16 from both the citizens and the government ends.

3) Citizens Engagement and Mobilization

TI Pakistan acknowledges the fact that an educated and aware citizenry is a cornerstone of democracy. While the demand side of anti-corruption in Pakistan is still weak, a well-informed citizenry can exercise their civic and democratic rights to fight corruption by holding government accountable. TI Pakistan, thus, has been actively advocating for an inclusive platform for citizens to increase their political and democratic mobilization and engagement. For the future, TI Pakistan plans to reach a large number of a greater variety of audiences comprising of general public, youth and women and enhance their capacity to exercise their legal and civic rights and hold the government accountable for its action.

4) Youth Engagement and Civic Development

Young citizens in Pakistan have limited opportunities for civic education and engagement. TI Pakistan places a strategic focus on the civic engagement of youth by strengthening their capacity and training them to become a leading voice in promoting transparency accountability. For the time ahead, TI Pakistan plans to generate more inclusive platforms for youth particularly students, youth networks, women, and underrepresented communities to an active civic engagement by providing them with learning and development opportunities. By doing so, TI Pakistan aims to inculcate the valuable principles of democracy and responsible citizenship among the young people of Pakistan.

5) Empowering women against Corruption

TI Pakistan has been a strong promoter of women empowerment in all domains of life — public, social, economic, or political. In the latest Global Gender Gap, Pakistan has ranked 148th out of 149 countries with a score of 0.55 out of 1, which is the worst in the South Asian region. The index further ranks Pakistan at 146th in economic participation and opportunity, 97th in political empowerment, 139th in educational attainment, and 145th in health and survival. The gender gap statistics of Pakistan has hit a new high over the past decade as it was ranked 127th out of 130 in the year 2008.

In its commitment to bridging the gender gap in Pakistan, the chapter is working to increase women participation in economic, civic, and public life. For the coming years, TI-Pakistan plans to exclusively reach to the women, particularly rural women, of Pakistan and educate them of their fundamental and civic rights in the context of legislative environment of Pakistan. By doing so, TI Pakistan aims to empower women mainly those belonging to underprivileged communities and villages to exercise their rights and increase their participation and engagement in the public life.
6) Advocating for Transparency in Climate Change Policies

According to Global Climate Risk Index 2018 report, Pakistan is the eight most vulnerable country affected by extreme weather events with the Climate Risk Index (CRI) score of 30.17. Pakistan is highly vulnerable weather-related loss events, which puts it under the risk to lose an equivalent to 0.64 per cent of the GDP to unpredictable climate changes.

TI Pakistan strategizes to collaborate with the government to work for addressing the effects of climate change especially on the economically vulnerable population of the country. The chapter endeavors for robustness and transparency in both formulation and implementation of the climate change policies.

7) Research

TI Pakistan highly acknowledges the integral role of research in the chapter’s nationwide advocacy process. For the time ahead, TI Pakistan has been looking forward to extending its research and assessment of the public service delivery in Pakistan at a more comprehensive scale. The chapter plans to undertake Citizens Report Card (CRC) studies to evaluate the weaknesses and inefficiencies in service delivery in different public sectors in the selected regions of Pakistan. TI Pakistan intends to lay down recommendations for addressing the flaws in public services identified through the CRC studies and disseminate them to the respective Provincial Government departments and other governmental stakeholders.

8) Collaborations with the Private Sector

The complicated nature of anti-corruption work demands a range of collaborative efforts by the stakeholders of anti-corruption movement. TI Pakistan believes in collective advocacy to fight against corruption and promote good governance rules. While the corruption is a multidimensional issue which is prevalent in both public and private sectors, it cannot be tackled by just taking into account the citizens and governmental stakeholders. Instead, the private sector should also be taken on board as a collaborative partner of anticorruption campaigns. TI Pakistan thus plans to work with private entities and Civil Society groups in Pakistan working at both high scale and grassroots level in order to jointly bolster the implementation of national anti-corruption framework of the country.
Part 3: Management

Transparency International Pakistan is registered as a Trust with the Sub Registrar, Board of Revenue, and Government of Sindh under the Pakistan Trust Act 1882.

TI Pakistan board comprises of professionals from the judiciary (retired), legal professional, business and industry expert, academician and social activist. The board comprises 4 males and 4 females. The Board of Trustees as on December 31st, 2018 comprises of the following eight members:

1. Mr. Sohail Muzzaffar Chairman
2. Ms. Yasmin Lari Trustee
3. Justice (R) Dr. Ghous Muhammad Trustee
4. Justice (R) Nasira Javed Iqbal Trustee
5. Chief Justice (R) Haziquil Khairi Trustee
6. Ms. Shahana Kaukab Trustee
7. Justice (R) Zia Perwez Trustee
8. Dr Tanweer Khalid

The Board regularly meets once in every quarter to formulate and amend the policies which are followed by the Secretariat. The Executive Director presents details of the activities which were carried out by TI Pakistan departments during each quarter and submits unaudited quarterly statement of accounts at the Board Meetings. The Board provides oversight to the TI Pakistan Secretariat. The Board Members are also invited to all the events organized by TI Pakistan. An annual members meeting of members takes place each December.

Meetings are also held to discuss the progress of the projects. TI Pakistan regularly share progress reports with the donors on weekly, quarterly and annual basis as required. These include both Narrative and Financial Report. Annual Work Plans are prepared before the start of the year and forwarded to the donors for approval. TI Pakistan executes its activities according to the work plan.

Mr. Saad Rashid is the Executive Director of TI Pakistan. During the year 2018, he has been ably supported by the following competent staff members:

1) Abdullah Tashfeen
2) Amna Khatoon
3) Aneela Khan
4) Arwa Saif-ud-Din
5) Ashfaque Ahmed
6) Faiza Mubarak
7) Farkhanda Jabeen
8) Huma Ashar
9) Imran Khan
10) Kashif Ali
11) Marium Waheed Khan
12) Maryam Khalid
3.1) Management, Organizational Changes, and Staff Composition

In 2018, TI Pakistan’s board members, management, and staff continued to play an active role in the chapter’s organizational growth and successful implementation of projects. The number of trustees are 8, four males and four females. There has been no change in the top management of TI Pakistan during the year. A few employees resigned and were replaced by suitable candidates following a competitive recruitment process. The new hires went through a thorough training and development process which enhanced their technical and professional capacities to contribute in TI Pakistan’s projects successfully.

Part 4 – Lessons Learned

From the past initiatives, TIP has learned that the advocacy campaigns for anti-corruption should be undertaken at all levels (from macro to micro) together; else the lack of strategic link can restrict the larger impact. TI Pakistan thus looks to integrate its advocacy efforts and activities under a comprehensive yet collaborative log frame. In order to achieve large-scale impact, TIP will strategically undertake the advocacy initiatives at all levels together across Pakistan.

TI Pakistan has also learned from its recent initiatives that the advocacy actions should be more focused towards the political and civic empowerment of youth and women by initiating and implementing youth-focused and women-focused projects. That will maximize gender impact of TI Pakistan’s initiatives. Thus, for the years ahead, TI Pakistan looks to frame and implement more women-focused and youth-focused initiatives.