



TRANSPARENCY
INTERNATIONAL - PAKISTAN

Annual Report 2010



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List of Acronyms

TIP	Transparency International Pakistan
ALAC	Advocacy and Legal Advice Center
PSO	Pakistan State Oil
TDAP	Trade Development Authority of Pakistan
SIDA	Sindh Irrigation and Drainage Authority
SPPRA	Sindh Public Procurement Authority
PPRA	Public Procurement Regulatory Authority
PPR 2004	Public Procurement Rules 2004
NCPS	National Corruption Perception Survey
IBA	Institute of Business Administration
FTO	Federal Tax Ombudsman
CPI	Corruption Perception Index
FIA	Federal Investigation Agency
CJP	Chief Justice of Pakistan
YinG	Youth in Governance
CVoC	Child View on Corruption
MoU	Memorandum of Understanding
WB	World Bank
FBR	Federal Board of Revenue
FTO	Federal Tax Ombudsman
TI	Transparency International
CGRL	Center for Globally Responsible Leaders
CBO	Community Based Organization
NGO	Non Governmental Organization
AMRDO	Al Mehran Rural Development Organization
RDO	Rural Development Organization
KWS	Kuchlak Welfare Society
UIT	Usman Institute of Technology
KASBIT	Khadim Ali Shah Bukhari Institute of Technology
GIFT	Gujranwala Institute of Future Technologies
MUST	Mirpur university of Science and Technology

CVoC	Child's View of Corruption
NICL	National Insurance Corporation Limited
UNCAC	United Nations Convention Against Corruption
ACPP II	Anti-Corruption Project Pakistan Phase II
NRO	National Reconciliation Ordinance
LNG	Liquid Natural Gas
NAB	National Accountability Bureau
KPK	Khyber Pakhtunkhwa

Executive Summary

Challenges and hurdles surrounded Transparency International Pakistan (TIP) all through the year but it was something expected and it did not stop us from our fight against corruption.

This report covers TI Pakistan's activities from January to December 2010. Almost three years ago, our nation elected its representatives with a hope that they'll work toward containing the evil of corruption but hopes and expectations are shattering with every passing day as Pakistan is slipping every year in the list of most corrupt countries.

Floods that hit the country in the months of July and August were undoubtedly one of the worst the world has ever witnessed. It not only caused a great human loss and displacement but washed away entire infrastructures that came in its way in all the provinces. Appeals for donations were made not just by the Government of Pakistan but by different sections of the society. Reluctance on the part of the world was very obvious and it was not without a reason. Lack of transparency in utilization of funds received after the 2005 earthquake turned all generosity into a cautiousness that affected the entire process of relief and rehabilitation. TI Pakistan has done its bit to ensure that the fear of misuse does not affect aid flow and that aid received reaches the affected people. In this connection, the national chapter organized a workshop on ensuring the transparent use of flood relief, rehabilitation and reconstruction funds. It was attended in large numbers by representatives from federal ministries, various foreign missions and donor agencies.

Transparency International Pakistan signed an agreement with the USAID for the establishment of "Anti-fraud hotline" to receive complaints of fraud, abuse and wastage in projects funded by USAID. Pakistan will receive an aid of US\$ 7.5 billion over a period of five years under the bill. This hotline will enable people of Pakistan to lodge complaints on corruption in any of the USAID funded project through hotline's website, email, toll-free phone number and fax or in person. Complaints received by Hotline will be evaluated by TI-Pakistan before forwarding them to USAID Office of the Inspector General (OIG) Washington for investigation. In case any irregularity is found, further necessary action will be taken by OIG accordingly.

Procurement monitoring gained much momentum as TI Pakistan signed Memoranda of Understanding with Pakistan Steel Mills, Pakistan State Oil (PSO), Trade Development Authority of Pakistan (TDAP) and State Life Corporation of Pakistan. TI Pakistan also accepted the World Bank's request to monitor procurements done for its funded projects for Sindh Irrigation and Drainage Authority (SIDA). Other than SIDA, TI Pakistan was also invited to monitor tender openings by Pakistan Steel Mill and TDAP.

Increasing number of whistleblowers within government organizations and venturing of a part of media into investigative journalism has also helped TI Pakistan in unearthing the irregularities in procurements, appointments and other government dealings.

A capacity building workshop for procurement officials of different government departments was also organized in collaboration with Sindh Public Procurement Authority (SPPRA). It was aimed to make the relevant officials aware of the amendments in 2004 Public Procurement Regulatory Authority (PPRA) Ordinance and more importantly to build up their capacity for better implementation of the amended ordinance.

Publication of National Corruption Perception Survey (NCPS) 2010 caused much uproar in the corridors of power but was appreciated by the public and covered widely by the national media. This year TI Pakistan conducted the survey through students of four public and private sector universities while the compilation part was done by Institute of Business Administration (IBA), Karachi. This in actual has helped TI Pakistan in making NCPS a more credible survey.

TI-P has been establish a network of NGOs working against corruption for past few years and despite the prevailing law and order situation in the country, it never came to a halt. This year however, flood added to the problems and a number of planned activities had to be postponed. Putting aside all hurdles, network workshops and kutchehrys (communal gatherings) were held in different parts of Pakistan because such events provide us with an opportunity to take our message to every nook and corner.

Under an agreement for the exchange of employees signed among South Asian chapters of Transparency International, an employee from TI Pakistan was trained at TI Nepal during 2009-10 whose return resulted in TI Pakistan's venture into investigative journalism awareness programs. So far, TI Pakistan has organized three such programs in different press clubs of Sindh and one in University of Karachi. Under the same program, a TI-Bangladesh employee has been stationed at TI-Pakistan who is receiving training in Public Procurement, Youth in Governance Program and the establishment of Complaint Centers at local government level.

Advocacy and Legal Advice Center (ALAC) of TI-Pakistan has proved to be very helpful for the people who are the victims of corruption. ALAC receives complaints from individuals as well as organizations that face corruption. Complaints from all over the country can be lodged by web, e-mail, fax, toll-free phone, post or walk-in.

TI Pakistan has also initiated a citizen's report card study for Federal Tax Ombudsman (FTO) Office which will help the organization in understanding its shortfalls in the light of

feedback that will be collected during the survey. Spade work for the said study has begun and the survey will be carried out during January and February 2011.

Release of Corruption Perception Index (CPI) 2010 didn't bring any good news for Pakistanis as the country slipped to 34th rank from last year's 42nd. Media being the witness of rampant corruption in various public sector organizations and ministries supported TI Pakistan but Government of Pakistan labeled it as a measure to malign Pakistan. Ministry of Interior even ordered Federal Investigation Agency (FIA) to look into TI-P's matters. So much was the rise in anger level on government's side that Transparency International Secretariat had to write a letter to the Chief Justice of Pakistan (CJP) and foreign missions to ensure safety of members of the national chapter.

With increasing activities, hiring of staff continued this year as well. Capacity building training programs for the staff was also conducted.

Youth in Governance (YinG) project continued to expand with the number of YinG clubs reaching 36 across Pakistan. Under this project, a convention, workshops, lectures, debate and essay competitions were held in universities of different cities from Karachi to Kashmir. This project is aimed to unite youth of Pakistan for the cause of anti-corruption.

Poster painting, essay and debate competitions were also held under the banner of Child View on Corruption (CVoC) throughout Pakistan.

Transparency International Pakistan's website is updated on regular basis and this year, web presence of the chapter is also extended to the social networking platform 'Facebook'. This will further help in connecting with Pakistanis living in any corner of the world.

Members' biannual meetings were held to make them aware of activities and plans of TI Pakistan.

Apart from visits of delegations from donor agencies and foreign missions, TI Pakistan has also become a centre of information for the print and electronic media, and its viewpoint on corruption issues is always given prominence by the national media.

Activities of Transparency International Pakistan during the mentioned period were all centered on the aim to make Pakistan a better country to live in by uniting all sections of society for the cause. Despite the problems especially the law and order situation in different parts of the country, we're taking the message of anti-corruption everywhere with special focus on Khyber Pakhtunkhwa (KPK) and Baluchistan provinces. TI Pakistan believes in giving equal opportunity to everyone regardless of religion, cast or

creed and we understand that people of the two provinces are far behind others due to different reasons, therefore we are making them part of our activities. Youths from both provinces are invited in large numbers to YinG activities taking place in other parts of Pakistan and events are also conducted in their own provinces. TI Pakistan has not limited itself to just one section of society but it has also extended its cooperation to Civil Society Organizations working in these two provinces as this helps in reaching the people.

Part 1 2010 Review

1.1 Changes in the context

Unfavorable atmosphere created after the release of CPI 2009 continued with issuance of NCPS 2010 and CPI 2010. Despite all the hurdles created by corrupt elements, TI-P never stopped even for a while. We stood by our aim to eradicate corruption from our country.

However no matter how hard we try to fight corruption, visible results will only appear when the government decides to seriously put its foot down to curb corruption. Unfortunately, we see a lack of political will there. TI Pakistan will continue its efforts to whatever extent possible to make the nation aware of the evils of corruption and the need for its eradication.

Last year was, as per plan, full of activities that kept people from all sections of society and age groups engaged in anti-corruption activities. We had activities where school children were involved in poster painting and essay writings while conventions, lectures and workshops were organized for the youth.

TI Pakistan continues to enjoy good terms with the national media. This year TI Pakistan taking advantage of one year's training and education gained by one of its employees in the field of investigative journalism decided to promote the area of investigative journalism and in this regard, workshops and lectures were held in different parts of the country which helped us in further strengthening our relationship with the media.

2. PROGRESS REVIEW

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

Capacity building program for government procurement officials was organized. It was aimed to clear any misunderstandings about public procurement rules 2004. Also signing of Memoranda of Understanding (MoUs) with different public sector organizations helped us in increasing transparency in procurement. TI Pakistan sent its team for the monitoring and there was a case where bid was discharged on TI-P recommendations. News scan of tender notices also proves to be very helpful in catching any discrepancy prior to bid opening. It's practiced on a regular basis.

The Pakistan International Airlines (PIA) and Transparency International Pakistan (TIP) signed a Memorandum of Understanding (MoU) on February 03, 2010 to work together and enhance the element of transparency in PIA's procurement processes. PIA Managing Director Capt Mohammad Aijaz Haroon and TIP Chairman Syed Adil Gilani signed the MoU on behalf of their respective organizations.

Pakistan State Oil (PSO) and Transparency International Pakistan (TIP) signed a Memorandum of Understanding (MoU) at PSO House on 17th April 2010. Irfan K. Qureshi Managing Director represented Pakistan State Oil whereas Syed Adil Gilani, Chairman signed the MoU on behalf of Transparency International.



KARACHI: Managing Director PIA, Capt. Mohammad Aijaz Haroon and Syed Adil Gilani, Chairman Transparency International Pakistan signing a memorandum of understanding (MoU) to work together for transparency in PIA's procurement process, at PIA Head Office, on Thursday.

MoUs was signed between TI Pakistan and State Life Insurance Corporation of Pakistan on 19th April 2010. Chairman, State Life Insurance Corporation Mr. Shahid Aziz Siddiqui signed it on behalf of his organization while Syed Adil Gilani; Chairman signed it on behalf of TI Pakistan.

Trade Development Authority of Pakistan (TDAP) and Transparency International Pakistan (TIP) signed a Memorandum of Understanding (MoU) at the office of TDAP on Monday, 26th April 2010. The Chief Executive of TDAP, Syed Mohibullah Shah represented Trade Development Authority of Pakistan whereas Syed Adil Gilani, Chairman signed the MoU on behalf of Transparency International Pakistan.

On 23rd August 2010, Acting Chief Executive Officer, Pakistan Steel Mills (PSM) Mr.Imtiaz Lodhi and Syed Adil Gilani, Chairman Transparency International Pakistan signed an agreement to increase transparency in PSM's operation through active involvement of TI Pakistan as a follow up to the MOU signed on 16 June 2004.

TI Pakistan was also invited by Pakistan Steel Marketing department to monitor its bid opening of scrap in different scrap yards on 8th and 16th September 2010. TI Pakistan team observed some discrepancies in the tender opening of 8th September therefore it recommended discharge of the bid offers and it was done accordingly.

The World Bank asked Sindh Irrigation and Drainage Authority (SIDA) to get their WB funded projects monitored by Transparency International Pakistan, so our team was invited to monitor bid opening on 20th August & 19th October 2010.

A capacity building and training workshop for procurement officials of government departments was held on March 20, 2010 in collaboration with Sindh Public Procurement Authority (SPPRA). It was attended in large numbers by public sector officials. It was emphasized that the workshop should not result just in dissemination of information but the real purpose was to identify key issues in building up the capacity of relevant government officials.



Transparency International Pakistan and Transparency International (TI) in collaboration with the Ministry of Finance, Government of Pakistan organized a one-day workshop on the topic of ‘Ensuring the Transparent Use of Flood Relief Rehabilitation and Reconstruction Funds’ on September 23 at Hotel Marriott, Islamabad. Representatives of donor agencies and foreign missions, among others, attended the program.

TI-Pakistan also monitors procurements through scanning of tender announcements published in English as well as Urdu dailies of Pakistan. Relevant authorities are informed, in case any violation or discrepancy is observed.

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

A seminar on “Measures to enhance Transparency in Tax Collection & the role of Federal Tax Ombudsman” was held on August 5, 2010 at Sheraton Hotel, Karachi by Transparency International Pakistan. It was attended by officials from Federal Board of Revenue (FBR), Federal Tax Ombudsman (FTO) and people from various walks of life.



Transparency International – Pakistan in collaboration with The Center for Globally Responsible Leaders (CGRL) organized a seminar on "UN Global Compact 10th Principle & Corporate Sector Engagement" in Lahore on March 16th 2010. The seminar was attended by representatives of the corporate sector, educationists, policy makers and members of the general public.

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

For spreading the message of anti-corruption across the country, TI Pakistan has partnered with different CBOs who organize activities within their locality from time to time. Local communities take great interest in those activities which is reflected by the way they participate. In addition, it helps TI Pakistan in taking its message to grass root level which was otherwise a not-so-easy task.

A workshop was held on 17th January 2010. Rural Development Organization (RDO) had organized the event and over 40 RDO volunteers and other social activists attended it.

On 19th January 2010 a workshop was held at Citizens' Commission for Human Development (CCHD) at their Lahore office. They had invited their social mobilizers, teachers and other members of society working with them.

A workshop was held at the Community Appraisal and Motivation Program (CAMP) office in Peshawar on 22nd January 2010. This workshop was attended by fifteen of their social mobilizers.

TI Pakistan in partnership with Al Mehran Rural Development Organization (AMRDO) organized an international women's day ceremony on 8th March where skits and tableaux portraying the discrimination and problems faced by the women were performed. Also a workshop was organized at AMRDO Office, New Saeedabad, Sindh

on 31st March for the purpose of NGOs networking and it was attended by approximately 60 NGOs.

Rural Development Organization (RDO), outreach partner of TI Pakistan arranged a workshop for 63 Punjab based NGOs in Faisalabad on 28th March 2010 while a workshop was also held in Faisalabad on 29th June 2010 for the NGOs where initial visits had been made. It was aimed to introduce them to TI Pakistan as well as Advocacy and Legal Advice Centre (ALAC).

With the coordination of our partner, Kuchlak Welfare Society (KWS), a Kutchery was held at the Quetta Press Club, Quetta on 29th April 2010. People belonging to different segments of society comprising of the press, teachers, business persons, NGOs, sportsmen, shopkeepers, lawyers, doctors, students, actors, politicians among others attended the program.

Transparency International Pakistan TI-P in collaboration with Kuchlak Welfare Society KWS, Quetta, organized a walk in Kuchlak starting from Cambridge Higher Secondary School. It passed through the main Bazaar of Kuchlak and ended at Liaquat National Hospital. Students and elders of the society participated. There were over a hundred persons taking part including some females.

Transparency International Pakistan TI-P in collaboration with Rural Development Organization, Faisalabad, Punjab, held seminars and rallies in 11 districts of Punjab, with cooperation with the following NGOs:-

- Hope Organization – Bhawalnagar, Walk & seminar (90 persons)
- Chenab Welfare Society – Chiniot, Walk & seminar (110 persons)
- Human Freedom Organization – Faisalabad, walk and seminar (75 persons)
- Environment Welfare Society – Gujranwala, walk (30 persons)
- Concept Community Development Organization – Multan, rally & seminar (80persons)
- Dost Organization – Okara, Seminar (300 persons)
- Human Resource Development & Farmers Support Council – Pakpattan, seminar (100 persons)
- Community Development council – Sahiwal, rally & seminar (120 persons)

- Shaur-e-Nau Society – Sheikhpura, Seminar (130 persons)
- Social Welfare Society – Toba Tek Singh, walk and seminar (80 persons)
- Sudhar Development Organization –Vehari, walk & seminar (80 persons)

The Annual Partners Day meeting for the year 2010 took place on December 30, 2010 at Hotel Al Harmain Tower, Karachi. It was attended by representatives of 15 CBOs from all four provinces of Pakistan. Transparency International Pakistan (TI-P) was represented by Director Projects Dr. N.I. Khowaja along with Project Coordinators Ms. N.A. Mirza and Mr. Asif Shakeel.



Transparent (TNN) formed and Legal Advice

NGOs Network under Advocacy Center (ALAC) of

TI-Pakistan expanded its reach throughout the provinces of Balochistan and Punjab. This network helps the center in propagating its message to the grass-root level with the help of NGOs. In August 2010, TNN was formed in Punjab after with 40 NGOs. Balochistan was the next one and on their platform 15 NGOs came on board. In December 2010 members in workshops, rallies to United Nations Day.

the network Punjab held seminars and celebrate the Anti Corruption



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

In addition to the existing 16 YinG clubs, another 20 clubs were established in various public and private sector higher education institutions across Pakistan including Kashmir. A convention, workshops, lectures, debate competitions and drama festivals were held in member institutions.



The Seventh Youth in Governance Workshop was held on the 29th and 30th of January, 2010 at Shah Abdul Latif University, Khairpur. The participants of the workshop were the students from Shah Abdul Latif University Khairpur, along with students representing twelve universities from all over the country. A total of over two hundred students participated in the workshop.

A mural exhibition was organized on February 21, 2010 in Jehangir Kothari, Karachi. On the same day, street theaters were organized at three different places in Karachi. The idea behind these programs was to create awareness and involve the lay man in the fight against corruption.



A seminar and a debate competition were held at the University of Faisalabad on 16th March 2010 for the launch of Youth in Governance Club, where prominent speakers from the university participated. The first Youth in Governance drama festival was held at Usman Institute of Technology (UIT) Karachi on 25th March, 2010.

A presentation session was held at Khadim Ali Shah Bukhari Institute of Technology (KASBIT) on 13th May 2010 on effects of Corruption on society.

5th YinG lecture was organized at Greenwich University on 25th May 2010. Professor Santosh Kumar of Shah Abdul Latif University Khairpur was invited as the speaker to express his views on the topic of 'How can youth help in combating corruption'.

4th YinG Club Debate Competition was held on June 9, 2010 at FAST-National University, Peshawar campus in Collaboration with Sarhad University of Science and Technology and FAST National University. Four debaters from 10 universities participated in the competition and was attended by an audience of 150 people. The participants presented pertinent and thought provoking arguments in their speeches to support their contentions. At the end of the session prizes were distributed amongst the debaters. Mr. Hassan Yousafzai from FAST- NU got the 1st, Mr. Zohaib Hasan from Agricultural University got the 2nd and Mr. Mubashar Hayat from Gandahara University got the 3rd prize. Ms. Nayab from Gandahara University got the Consolation Prize.

The eighth Youth in Governance Workshop was held on August 3rd and 4th 2010 at Gujranwala Institute of Future Technologies (GIFT), Gujranwala. The participants of the workshop were the students from Punjab and Sindh namely, Rawalpindi, Islamabad, Khairpur, Lahore, Bahawalpur and Sargodha.



A two day convention was organized by TI-Pakistan on 24th & 25th September 2010 at Regent Plaza Karachi. There were 200 participants from 60 different Universities of Pakistan.

9th Youth in Governance workshop was held at Mirpur university of Science and Technology (MUST) on 19th and 20th October 2010. The participants of the workshop were university students from Islamabad, Kohat, Swabi, Peshawar, Lahore, Muzaffarabad and Faisalabad.

Child's View on Corruption (CVoC) program is also spreading gradually and has even been appreciated by the international media as they gave coverage to the said program by publishing it on their websites. The 8th Poster Painting Exhibition and Prize Distribution Ceremony "On Child's View of Corruption" were held on 28th April 2010 at Malik Cambridge Secondary School, Ziarat Road, Kuchlak, Balochistan.

A prize distribution ceremony was organized on August 10, 2010, at the Aisha Bawany Academy to appreciate the winners of the 2nd Essay Writing Competition that took place earlier last year.

10th Poster Painting Competition and Prize Distribution Ceremony for the Child's View of Corruption (CVoC) took place in Faisalabad on November 29, 2010 in collaboration with Rural Development Organization (RDO). Prizes were distributed among the winners of the competition that was held during the month of May 2010.

Transparency International Pakistan (TI-P) arranged a Prize Distribution Ceremony & a Poster Exhibition for its 12th Poster Painting Competition, which was held among nine schools of Rahim Yar Khan in the month of November. The event took place at Government Pilot Secondary School on 22nd December 2010.



In addition to these, another poster painting competition was held in Mirpur, Azad Kashmir during the month of November 2010.

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

Transparency International Pakistan hired some staff this year as well to cope with the increased workload.

A members meeting was held on 19th February 2010 at the hotel Marriott, Karachi. Mr. Saad Rashid, Executive Director of TI-P addressed the gathering and gave a brief presentation of the activities that had been done in the past six months in various sectors.

To enhance working capacity of the staff, a workshop on proposal writing was organized on 26th May 2010 at Hotel Avari which was facilitated by Mr. Qurban Ali Shah.

A bi-Annual members meeting was held on October 07, 2010 at Marriott Hotel, Karachi where activities and plans of the chapter were discussed. New members were also nominated to the advisory committee.

Annual Members Meeting (AMM) of Transparency International (TI) took place on the sidelines of International Anti-Corruption Conference (IACC) in Bangkok. TI-Pakistan was represented by Executive Director Mr. Saad Rashid.



Asia-Pacific Regional Meeting of Transparency International was held in Gurgaon, India from 4th to 6th May, 2010. TI Pakistan however could not attend the meeting owing to visa issues.

2.6 ALAC

Advocacy and Legal Advice Center (ALAC) project of TI-Pakistan is gradually becoming a center of hope for the victims of corruption. It has enabled the citizens to record their complaints through web, e-mail, phone, fax, post and walk-in. From January '10 to December '10, a total of 1,092 complaints were received by ALAC Pakistan. 185 cases

were opened from these initial contacts. A number of complainants benefitted from TI-P's intervention.

2.7 Fredskorpset (FK) Norway Exchange Program

South Asian chapters of Transparency International signed an agreement with Norwegian state-owned organization Fredskorpset (FK) Norway for its South-South Exchange program. Under this program, the chapters exchange their employees for the purpose of enhancing their expertise in certain areas. TI-Pakistan also sent one employee for the training in investigative journalism and outreach who on his return helped TI-P in venturing into the field of investigative journalism through awareness workshops in different cities plus one at University of Karachi.

This year TI-P received an exchange fellow from TI Bangladesh who is receiving training in public procurement, Youth in Governance project and establishment of complaint center. He on his return to the home country will help his organization in implementing the same in Bangladesh.

3. MANAGEMENT, ORGANIZATIONAL CHANGES & STAFF COMPOSITION

As some staff members left the organization on personal reasons, new people were inducted. Apart from it, exchange program that was initiated last year by TI South Asian sub-region chapters entered into its second year. Under this program a project coordinator from TI Pakistan was stationed at TI Nepal for a period of 10 months where he received training in investigative journalism and outreach. He returned to Pakistan this year to join TI Pakistan. This year, an employee from TI Bangladesh has come to TI Pakistan for training in Youth in governance, procurement monitoring and complaint centers projects of TI Pakistan. This exchange program has proved to be highly beneficial in terms of learning and sharing of experiences.

4. LESSONS LEARNT & GOOD PRACTICES

Transparency International Pakistan has adopted different approaches to address the problem of corruption. The object is to involve the entire society in the fight against corruption. Procurement monitoring has emerged as a powerful tool to stop corruption in public sector organizations and its being done through various methods. First one is the monitoring of tender notices in national dailies which has so far resulted in considerable containment of irregularities. The case of National Insurance Corporation Limited (NICL) is one such example.

Another method is signing of Memorandum of Understanding with interested organizations. This was initially resisted by corrupt elements but with time, organizations started realizing its benefits and with this started a phase where organizations are showing their willingness to join hands with TI Pakistan. After a memorandum is signed, the signatory organization generally seeks TI Pakistan's help for reorganizing its procurement manuals and in some cases, requests for monitoring of its procurements. This in return brings more transparency to the organization.

Absence of a credible complaint centre was one of the reasons for people not recording their problems. Keeping this in view, TI Pakistan established Advocacy and Legal Advice Centre (ALAC Pakistan). As mentioned, the sole reason for its establishment is to provide people of Pakistan a place where they can lodge their complaints without any fear either by phone, fax, e-mail, post or by walk-in. Apart from printed material, billboards were erected at different sites across Karachi city while ads were also broadcast on a local private satellite TV channel. Partner CBOs of TI Pakistan also played a vital role in spreading the word. Efforts didn't go in vein and people from entire country are lodging their complaint with a hope that TI Pakistan will not let evil minds to deny their rights.

Youth in Governance (YinG) project has also become a big success with more and more higher education institutions willing to join it. It's not just success of a project but it shows that the purpose for which YinG was conceived is gradually taking roots.

NCPS and CPI 2010 have become the main references for discussions and write-ups on corruption which is proof enough of its credibility. Both the surveys were criticized by those at the helm of affairs but the appreciation from public and media shows that criticism is not the solution instead measures for the elimination of corruption should be taken without any further delay.

Part II **PLAN OF OPERATIONS, PLANNING THE FUTURE.**

1. **FOCUS & PRIORITIES FOR THE YEAR**

1.1 **Poverty**

Poverty is the root cause for some of the biggest challenges the world is facing today. It itself has become a challenge for governments amid the worst financial crunch to deal with it and to maintain it to the minimum possible level.

It need not be mentioned that poverty in one way or the other leads to corruption. Besides poverty leads to illiteracy and unemployment so the poor people end up being taken advantage of by people with vested interests. Hence, TI Pakistan feels that the presence of a direct relationship between poverty and corruption is a menace to the society and that there's a strong need to put an end to corruption if we want to eliminate poverty.

1.2 **Gender**

Due to age-old misconceptions and other biases, women have always suffered more than anyone else. In order to empower them, we need to provide them independence which comes only from equal representation everywhere, be it the parliament or a workplace. We at TI Pakistan encourage women to participate in a variety of anti-corruption activities. From YinG to Outreach program and Child's View of Corruption (CVOC), representation of 51% of our population is clearly evident. It is also helping in paving the way for social change as girls from areas of Pakhtunkhwa province which are normally considered least aware attended TI Pakistan/ YinG debate competition in Peshawar with great enthusiasm.

TI Pakistan also believes that through continuous process of advocacy and lobbying for legislation, this target can be achieved.

1.3 **Governance**

A less corrupt state is one with a good governance system and that is for sure. A look at the corruption cases we came across in the recent times in Pakistan also reveals the same fact that from irregularities to inflation, bad governance opens the doors to corruption. TI Pakistan's 'Youth in Governance' (YinG) project is our step to promote the idea of good governance among youth and to make them a part of our moment to promote good governance in Pakistan through workshops, lectures, debate and essay writing competitions. In actual, implementation of the UNCAC is the only solution to this

problem. TI Pakistan's establishment of complaint centers is also a step forward in this direction.

1.4 **Human rights**

Violation of human rights results from absence of proper monitoring and accountability which further leads to corruption. TI Pakistan, seeing the importance of human rights, has also incorporated the idea into its activities. 'Kachehri' (*Communal gathering*), an activity done under our outreach program is also aimed to create awareness among masses so that no one can deny their basic rights. TI Pakistan has also made human rights a part of ACPP II.

1.5 **Global food shortage**

Unequal distribution of resources has led to problems like food shortage. It also happens when there's no proper check and balance system. TI Pakistan has collaborated with Ministry of Irrigation & Power, and Sindh Irrigation & Drainage Authority (SIDA) to ensure there is no irregularity in the distribution of water which badly affects crops and result in shortage of food.

1.6 **Climate change**

Impact of climate change is very clear in most parts of the world. It has resulted in decline of food products of many countries therefore climate change is not just a threat to global environment but it also increases chances of starvation/ poverty.

1.7 **Sustainability**

Transparency International Pakistan has initiated activities with results that are starting to become visible. We conduct activities with an aim to bring a positive change in society and our programs are well-designed to ensure sustainability.

2. MANAGEMENT

2.1 TI-Pakistan

Transparency International is registered as a Trust with the Sub Registrar, Board of Revenue, and Government of Sindh. The Board of Trustees comprises of 9 members.

The Board of Trustees are:

1. Mr. Syed Adil Gilani	Chairman
2. Ms. Yasmin Lari	Secretary
3. Mr. Khurram S Abbas	Treasurer
4. Justice (R) Haziqul Khairi	Trustee
5. Justice (R) Dr.Ghaus Muhammad	Trustee
6. Engr. M. A. Jabbar	Trustee
7. Mr. Sohail Muzzaffar	Trustee
8. Mr. Javed Farooq	Trustee
9. Mr Illahi Bukhsh Soomro	Trustee

The Board meets regularly. The secretariat appraises them of all the activities that are taking place. The financial statements are also presented to the Board at the meetings. Policies formulated by the board are implemented by the secretariat.

There are 55 members of TI-P. There are informed regularly about the activities of the organization through emails and periodic newsletters. These members meet twice a year.

The Advisory Committee consists of members with expertise in different fields, it comprises of:-

Khursheed Anwar

Syed Salim Ahmed

Wajid Jawad

Shahana Kaukab

Abid Shaikh

Khalid Parwez

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

- | | |
|-----------------------------|------------------------------------|
| • Dr. N. I. Khowaja | Director Projects |
| • Ms. Naheed Imtiaz Fatima | Project Advisor |
| • Ms Javeria Zaman | Finance Manager |
| • Mr. Syed Kamran Ahmed | Accounts Officer |
| • Mr. Kafil Ahmad Khan | Media Advisor |
| • Ms Nargis A. Mirza | Project Coordinator |
| • Ms. Summara Ahmed Raza | Project Coordinator |
| • Mr. Asif Shakeel | Project Coordinator |
| • Ms. Zareen Zahid Qureshi | Assistant Project Coordinator |
| • Ms. Maria Mudassir | Assistant Project Coordinator |
| • Ms. Marya Hashmi | Assistant Project Coordinator |
| • Ms Sabeela Siddiki | Assistant Project Coordinator |
| • Mr. Ashfaq Ahmad | Assistant Project Coordinator |
| • Mr. Abdullah Bin Tashmeen | Assistant Accountant |
| • Ms. Lubna Ayaz Sethi | Complaint Officer |
| • Mr. Mansoor Iqbal | Assistant Project Coordinator (IT) |
| • Ms. Arwa Saifuddin | Secretary |
| • Mr. M. Imran Khan | Messenger |
| • Mr. M. Irfan Khan | Generator Operator |
| • Mr. Tanveer Ahmed | Janitor |
| • Mr. Akhter Masih | Office Boy |

2.2 Steering & Controlling Mechanism

Every six months a meeting of the steering committee for the Anti Corruption Project Pakistan Phase II takes place to monitor, assess and guide TI-Pakistan. All major policy decisions, progress reports and yearly plan of operations are approved by the steering committee. The members of the steering committee are as follows:

- | | |
|---------------------|--------------------------------|
| • Ms Corrine Beyer | Deputy Country Director, SDC |
| • Ms Humaira Ashraf | Governance Specialist, USAID |
| • Syed Adil Gilani | Chairman TI-Pakistan |
| • Saad Rashid | Executive Director TI-Pakistan |

Annual joint monitoring visits are taken by the donors.

3. CONCLUSIONS, CRITICAL ASSUMPTIONS, RISKS, OPEN ISSUES

This is no more a hidden fact that the present government is seriously lacking the political will to tackle corruption and it was clearly evident by incidents that took place this year. Statements alone cannot fight corruption, it needs a commitment and a clear vision, and unfortunately both are rarely found in our rulers.

Government's non-cooperative behavior towards the apex court's notices is evident in NRO case, bureaucrats' promotion case, LNG scandal case, fake degree case, plots allotment case and NICL case. Those ruling us become one when it comes to immunity and turn deaf ears when questioned about corruption in government organizations or ministries. NAB Chairmen, attorney generals and others were changed overnight whenever they were questioned by the Supreme Court.

Judicial activism is like a sigh of relief for the nation but it is of little use without a positive response from the government. This silence of the government will not tarnish judiciary's image but it is going to strengthen the perception that perhaps government may also be a part of the nexus.

National accountability bill has still not been finalized. There is news of it being in final stages but nobody knows when the bill will be able to see the light of the day.

'Challenges can be turned into opportunities', it is easier said than done and the same happened after the recent floods. It was obvious that the donor countries were ready to give aid but not without some kind of surety regarding proper monitoring and transparency in aid spending. Our government on the other hand was more interested in getting the aid channelized through government organizations and less towards its transparent utilization.

Presence of a vibrant media in the country has exposed a number of corruption cases in procurement and appointments in the government organizations. Media also gives much importance to TI Pakistan's press conferences, press releases and the reports.

TI Pakistan procurement monitoring is proving to be a big success. Positive aspect of the story is that some government organizations have also come forward for signing memoranda of understanding with TI Pakistan. Transparency International Pakistan has successfully engaged people from all walks of life in the war against corruption. It was our aim from the very beginning to make people feel that not just some of them suffer from corruption but it's the whole nation who have to pay the price for it. The spirit is there with the efforts and together we shall make Pakistan a better country to live in.