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List of Acronyms

AFH  Anti-Fraud Hotline
ALAC  Advocacy and Legal Advice Center
CBO  Community Based Organization
CPI  Corruption Perception Index
CSO  Civil Society Organization
FBR  Federal Board of Revenue
KPK  Khyber Pakhtunkhwa
MoU  Memorandum of Understanding
MOU  Memorandum of Understanding
NAB  National Accountability Bureau
NGO  Non-Governmental Organization
NICL  National Insurance Corporation Limited
PPRA  Public Procurement Regulatory Authority
PSO  Pakistan State Oil
TI  Transparency International
TIP  Transparency International Pakistan
YinG  Youth in Governance
Executive Summary

Since the 1970 democratic elections held in the country to the upcoming elections of 2013, the ideal of a sovereign, free and truly democratic Pakistan continues to remain a distant dream. The true spirit of democracy and the ideals of the visionaries of Pakistan have been completely lost at the hands of the pervasive corruption that has seeped its way into the very fabric of the country’s society, culture, and politics.

TI Pakistan’s mission has been to play an effective and efficient role in identifying, combating, and fighting against the incidence of corruption in both the public and private sectors of Pakistan.

This report covers TI Pakistan’s activities from January to December 2013.

Corruption is the biggest threat to democracy in Pakistan today. It has undermined citizens’ trust in the rule of law with practices of political kickbacks, undeclared taxes and overseas bank accounts.

The sorry state of affairs can be perceived from the fact that in the 66 years of the country’s independence, the government of President Zardari has been the first democratically elected government to have completed its five year tenure and the nation was looking forward to the rarity of a democratic transition not threatened by a military coup.

As Pakistan finds itself at a crucial juncture, the prevalence of democracy, not just in name, but in its actual spirit and principle needs to be implemented. A non-corrupt, unbiased, dedicated, dynamic, and visionary democratic leadership is the need of the hour to regain the trust of the citizens and provide them with a forum that effectively listens to and solves their problems and instills the lost hope of a prosperous, secure, strong, and enlightened Pakistan.
Part 1 – Review

Changes in Situational Dynamics
The great leader of the African-American civil rights movement, Martin Luther King, Jr., once said “Change does not roll in on the wheels of inevitability, but comes through continuous struggle.”

If ever there was a state that has struggled continuously, and that too, in the face of extreme criticism, violence and several other depressing factors, it has to be Pakistan. For this reason, we must celebrate the good where possible.

For the first time in the history of Pakistan, a civilian government has completed its full term in office – a major achievement for a country that has usually been ruled by the military for a better part of its existence. The subsequent polling to elect a new government saw the people of Pakistan come out of their houses and vote with vigor and determination. The bravery of the nation to come out together and vote in record numbers on a day that was threatened by militant outfits – and indeed left over 30 dead – should not be ignored. It should be clear then, if there were any doubt before, that this is a people desperate to work for change.

Prime Minister Nawaz Sharif and his party re-enter the Pakistani government at a time where citizens have had enough of standing helplessly by as their (previous) government pillaged them in broad daylight. Before taking office, the new government’s leader had spoken at length about fighting corruption. Recently, he wrote a letter to his cabinet members and federal secretaries ordering the cancellation of the contracts of corrupt officials. “To arrive at a corruption-free government, the selection and the appointment process for officers working at integral institutions requires strict scrutiny,” said Sharif.

Once again, Pakistan is at crossroads. We hope that the new government embarks on a successful journey to heal the wounds of the country, those that have been self-inflicted and otherwise.
2. Progress Review

2.1 Implementing Good Governance

Transparency International is striving to curb corruption in Public Sector. The corruption in most of the Government sector is due to the failure of transparent procurement process. Most of the public sectors are being involved in corrupt practices which lead to loss in Nation’s economy.

In the start of the year 2013, many Public Sectors seek Transparency International Pakistan’s expertise and have signed Memorandum of Understanding for a transparent procurement process.

Transparency International Pakistan has signed MOU with the Benazir Income Support Programme (BISP) on 3rd January, 2013. By signing MOU, BISP availed TI Pakistan’s expertise to maintain complete transparency in procurement process.

MOU signed on 28th February, 2013 between Lahore Development Authority and Transparency International Pakistan for implementation of Integrity Pact and monitoring of tender process ensuring transparent procurement.

Transparency International Pakistan has also signed MOU with German Business Forum on 1st March, 2013 and with NADRA on 25th March, 2013.
2.2 The Anti-Fraud Hotline, USAID

Anti-Fraud Hotline’s observed a steady operational trend in the first quarter, January to March 2013, with over 4000 answered calls that yielded over 350 complaints pertaining to projects funded by USAID. In this quarter, a major workshop was conducted by Transparency International Pakistan in collaboration with USAID under Anti-Fraud Hotline program, in Islamabad Serena Hotel on 28th January, 2013. The workshop was exclusively conducted to impart to the participants that were mainly implementing partners and sub grantees of USAID, the importance of preventing, detecting and reporting of fraud in USAID funded programs in Pakistan.

In its second quarter, the AFH received 4,000 calls that resulted in over 600 complaints; out of these, over 59% originated from Sindh, 15% from Balochistan, 15% from Punjab and 7% were from Khyber Pakhtunkhwa.

In its third quarter, the AFH received over 3,000 calls which resulted in the registration of over 250 complaints from across the country, while in the last quarter, around 140 complaints were carefully registered on the online database.

One of the key achievements of the project this year was when the CEO, along with 23 employees, of Sindh Rural Support Organization were terminated because they were forcing villagers to sign falsified documents indicating reception of payment under a USAID project which was not originally made. The decision was made under the light of complaints that TI Pakistan had been receiving through Anti-Fraud Hotline that alleged mismanagement, theft and corruption in several USAID projects by the organization. AFH works as a watchdog, collecting substantial amount of complaints pertaining to USAID funded projects in various sectors like energy, healthcare, agriculture, and education.

Owing to carefully-knitted outreach programs and marketing strategy, USAID Anti-Fraud Hotline project implanted by TI Pakistan, is no longer an unknown entity. AFH’s presence in terms of its main objectives that are to help citizens in reporting fraud, waste, abuse, exploitation and corruption in USAID projects across Pakistan is well known, although room for improvement is never out of the plan. Marketing plan
is carefully reviewed on monthly and quarterly basis, which helps delegates the resources accordingly to the trends and analysis.

All complaints are investigated by investigators of the OIG. AFH, like always, due to its memorandums of understanding signed with external entities, carried out complaint referral service on a good will basis.

This includes UNWFP, UNOPS, UNICEF, UNDP, BISP, Save the Children, Mercy Corp, The World Bank, Awaz Foundation, FAO and NRSP.

The hotline provides the citizens of Pakistan to choose a language of their preference in order to report any instance of corruption, and in order to cater to diversified complaints with varying languages AFH has deployed multilingual complaint officers that cater to complaints in their own language. AFH facilitates complainants with several options to report their complaints such as phone, conventional mail, a web-based interface, and email. Complaints received via hotline are transferred to OIG for review and investigation. Moreover, the reporting system forms an integral part of the AFH project, where the complaints are scanned for accuracy.

The trust between TI Pakistan, citizens of Pakistan and USAID has flourished and strengthened, which resulted in increased level of assurance and confidence between the two countries.
2.4 ALAC

As ALAC’s fifth year comes to a close, we reflect on our achievements and successes.

To bring transparency and accountability in the public services and to fight corruption, ALAC has been working on the general awareness of the public on corruption as its advocacy plan. The general public does not know the vast, and sometimes complicated, definitions of corruption. They have misconceptions and ill-informed interpretations of it. More than ever before, it has become imperative that the correct picture of corruption is promoted to the general public, so that they can actively participate in rooting out this menace from society.

Through mass mobilization, further progress can be made to resolve major issues. In Punjab, Sindh, KPK and Baluchistan provinces a number of communal gatherings, corner meetings and training workshops have taken place. In these gatherings, the people were told about the menace of corruption, how corrupt practices were affecting them and the future of their children and what to do about it.

They were also enlightened with information gathered from our previous campaigns, specifically those related to FIR awareness and ghost schools.

We also communicated our message at the grass root level through seminars and leaflet distribution. This was done mostly with the help of our partner NGOs in the Punjab and KPK provinces.

ALAC is in contact with its partners necessary to take its message against corruption at the grass root level. We worked with Women Empowerment Organization and the Patient Welfare Society, Bakhar-Punjab.

We also worked with Huqooq-ul-Edad Development Foundation which is operating in Punjab’s district of Gujrat. It is an ancient district located between two famous rivers, the Jhelum and the Chenab. This organization will help us to establish our presence in the district, and to deliver our message the people of this district.
2.5 NICSA

This is an instrument to eliminate corruption by engaging all stakeholders through a programme which is holistic, inclusive, participative and progressive. After a successful NIS report

In 2003 Transparency International Pakistan conducted a research on National Integrity System Assessments (NICSA) to undertake a review and assessment of the cause, nature, extent and impact of corruption from a broad perspective.

After 10 years, it was decided to streamline this study with more updated and detailed information as the previous one was outdated. Since 2012, research is being done on NICSA which is a tool that evaluates 13 pillars based on political-institution, social-political and socio-economic foundations that makes an overall national integrity system of a country.

These pillars have different indicators like resources, independence, transparency, accountability, integrity and their contribution based on laws and practices. Moreover, there is a proper scoring mechanism that has been followed throughout the research to understand what is being assessed under each indicator of each pillar.

TI Pakistan foresees NICSA as an instrument to eliminate corruption by engaging all stakeholders through a programme which is holistic, inclusive, participative and progressive.

When the report is launched, TI Pakistan will make recommendations and suggestions on the weakness identified while doing research on various pillars.

Since this research began, TI Pakistan has been advocating for awareness of Freedom of Information and Whistleblower Protection laws. Thus, when the newly elected government of Khyber Pakhtunkhwa introduced a Right to Information Ordinance – which makes it binding upon the government to set up an
independent information commission and makes obstruction in access to any record a penal offence punishable by up to two years of imprisonment – it was a great step towards TI Pakistan’s FOI goal. In fact, the KPK government had requested TI Pakistan for their input and adopted most of the given recommendations. For the first time in the country, the law provides protection to whistle-blowers, stating that no one maybe a subject to any legal, administrative or employment-related sanction, regardless of any breach of a legal obligation, for releasing information on wrongdoings, or which would disclose a serious threat to health safety or the environment, as long as they acted in good faith.

3. Management, Organizational Changes, and Staff Composition

Transparency International Pakistan continued to perform its integral role as the country’s sole independent and neutral corruption watch dog. As the number of initiatives undertaken by the organization multiplied, significant changes were also witnessed in Transparency International Pakistan’s human resource.

A few employees discontinued service citing personal reasons, and Transparency International Pakistan also welcomed the influx of several talented and highly skilled employees in its various departments.

The expansion of the employee base in terms of both numbers and skill set had become inevitable as Transparency International’s involvement in the monitoring activities of various public sector organizations, complaint handling, and legal advice provision to citizens also witnessed a spiraling increase.

There were a few changes in the members of Trustees as well. Dr Ayesha Siddiqa’s membership ceased on 2nd November 2013. The rest of the trustees continue as before.

4. Lessons Learnt and Good Practices

The year 2013 bore witness to a number of significant initiatives undertaken by Transparency International Pakistan in accordance with its vision of identifying and eliminating the causes and prevalence of widespread corruption in the country.

In pursuance of this objective, Transparency International Pakistan developed a number of important partnerships and collaborations with several civil society stakeholders to increase the awareness against corruption.

4.1 Procurement Watch

The most significant monitoring activity performed by TI Pakistan is Procurement Watch. The public procurement is an area that accounts for 40% of the corruption that takes place in Pakistan as per the TI Pakistan NCPS Survey 2011. TI Pakistan monitors procurement activities taking place in the public sector, from scanning of newspapers for violations of rules in the advertisements for public procurement to verifying the validity of complaints regarding the violation of procurement rules and regulations.
Procurement Activities are monitored to ensure compliance with manuals of PPRA, SPPRA, and Punjab PRA.

Under the Procurement Watch activities carried out by TI Pakistan, the incidence of collusive practices, unethical procedures and norms in tender opening activities and awarding of contracts were reported to the regulatory authorities. Due to action taken by the regulatory authorities on these cases, procurement agencies have become aware that if the rules of procurement are flouted, someone may complain and they will be asked to explain the reasons for non-compliance of the rules.

4.2 USAID Anti-Fraud Hotline: Critical Success Factors
The launch of the USAID Anti-fraud Hotline project being spearheaded by the TI Pakistan team, has unearthed numerous incidents of institutional corruption, focusing on the rural areas where USAID is the donor agency of numerous projects of power generation and more specifically the rehabilitation of the displaced persons due to natural disasters like the victims of the floods of 2011 and the earthquake of 2005, that had caused large scale destruction. The volume of complaints received by the Anti-Fraud Hotline has registered an unprecedented increase, and AFH success stories of discovering scams of millions of rupees.

4.3 Instrumental Role of TI Pakistan in Shaping Public Policy and Establishing Judicial Supremacy
TI Pakistan has also successfully influenced and even brought about monumental changes in critical policy decisions. A recent and very significant instance in which TI Pakistan’s role was indispensable in preventing losses in the millions of dollars to the national exchequer was that of the Turkish Rental Power Project “Karkey”. The Turkish ship had been granted permission to leave the country without making any payments, and it was TI Pakistan’s advocacy that drew the attention of the Supreme Court towards the issue after which the National Accountability Bureau issued an official notification to the Turkish RPP to pay the entire amount due before leaving the shores of Pakistan.

4.4 MOUs and Collaborative Partnerships with Civil Society Stakeholders
TI Pakistan signs MOUs with Government Agencies to assist them in being transparent in their processes.

Thus, in 2013, many Public Sectors sought Transparency International Pakistan’s expertise and have signed Memorandums of Understanding for transparent procurement process. These included an MOU with Benazir income Support Programme, Lahore Development Authority, German Business Forum, NADRA, Oil and Gas Development Company Limited, Printing Corporation of Pakistan, Sui Southern Gas Company,
TI Pakistan, under its ALAC program, provided free legal advice to victims of corruption. TI Pakistan intervenes on their behalf and has been able to get the complaints addressed for many of the victims. The goal is to see a change in the working of the departments, so that they become less corrupt.

With the help of its NGO partners, TI Pakistan brought to the limelight the complaints lodged against corruption in the education department. As a starting point, ALAC Pakistan researched the ghost school phenomenon that is plaguing the country. The main concern was to raise awareness about this issue all over Pakistan. To meet this objective, trusted grass-root organizations all over the country were vetted, interviewed via telephone and shortlisted 43 interested partner organizations. ALAC Pakistan proceeded to create an informative leaflet in Urdu to be sent to all these organizations for distribution. Seminars were also held by three partner NGOs of Transparency International Pakistan.

Part 2 – Plan of Operations, Planning the Future

1. Focus & Priorities for the year
TI Pakistan is considered as the country’s leading anti – corruption NGO in Pakistan. TI Pakistan has the required technical and legal expertise that allow it to monitor the implementation activities of major public and private sector projects of the country to ensure that corruption related incidents do not occur at any stage of the project.

TI Pakistan has established its credibility through unbiased identification and reporting of corruption related incidents in the country, in the projects funded by both local and international sponsors and donor agencies. Since the writ of judiciary has been restored in the country, TI Pakistan has frequently approached the country’s highest legal authority to take suo moto notice of high profile unethical and corrupt practices taking place in Pakistan.

1.1 Poverty Alleviation
Since the year 2013 witnessed the deterioration of Pakistan’s ranking in the Corruption Perception Index, the year also marked a significant increase in the poverty levels in the country. A research study on poverty levels carried out by The Sustainable Development Policy Institute (SDPI) 58.7 million out of a total population of 180 million subsist below the poverty line.

The alarming figures clearly indicate that two of the greatest challenges hampering economic growth in the country, corruption and poverty namely, are inherently dependent on each other. Misappropriation of public funds and pervasive corruption in the governmental departments has continued to widen the divide between the elite and low income groups.

In order to address the twin issues of corruption and poverty, TI Pakistan has devised and instituted a number of anti – corruption measures for both the public and private sectors. Through collaborative
partnerships with both public and private sector organizations through the signing of MOUs, and civil society stakeholders, a standard for transparent operations has been set as a benchmark for compliance.

1.2 Promoting Gender Equality
Gender Inequality is a significant issue hampering the social and economic growth of Pakistan. The conservative patriarchal mindset of the society has prevented women from playing an effective role in the social and economic development of the country. Women, while constituting more than 50% of the population, continue to remain the impoverished and under developed sector of society. Access to education and equality of rights in the workplace continue to remain an unrealized dream thus far, even for the women in the metropolitan cities of the country.

TI Pakistan has the vision of providing women with a platform enabling them to voice their concerns and views, and acquire the skills and competencies necessary to gain an equal footing with men in the male dominated Pakistani society. Women are always encouraged to become part of the outreach activities and anti-corruption workshops and seminars conducted by TI Pakistan. The Eye on Corruption: Empowering Women for Change project highlights our fight towards gender equality very well.

Beyond this, through the platform of ALAC, TI Pakistan continues to provide legal advice and counseling to women about their rights and guides them in the process of obtaining their rights through the legal judicial system.

1.3 Good Governance
With the increasing incidence of corruption, the governmental departments are the worst affected by it. Even though the legal framework is in place to curb and punish the corrupt and fraudulent practices in Pakistan, the inadequate implementation of the laws is the core issue. Currently, there are two corruption related laws and regulations that are in force. They are the Prevention of Corruption Act which was enforced in 1947, and the more recent National Accountability Bureau Ordinance that came into effect in 2000.

This lack of adequate implementation of the constitution with regard to criminal corrupt conduct makes it tougher for corruption to be eradicated since the support of the legislature and the Executive Branch is lacking in terms of taking to task the corrupt and unethical individuals and institutions from the public sector who are involved.

The most difficult obstacle that stands in the way of TI Pakistan completely achieving the set targets and objectives is the lack of political will of the country’s Executive Branch in limiting corrupt practices from within the Government Ministries and other departments.

The main reason is that there has been a coalition government in place and due to the multiple political parties that have a role in the government’s policies, the majority party is under constant pressure to not act out against the corrupt elements, even when identified. Even the majority party’s own members
have resorted to massive corruption in the award of contracts and appointment of people without merit.

Ensuring that good governance standards and practices are implemented across the board, TI Pakistan has undertaken a number of initiatives to involve both public sector individuals and civil society partners. In the past, TI-P’s Youth in Governance (YinG) project aimed to involve the young generation of the country through debates, lectures, essay writing competitions, and seminars emphasizing the strategic framework required to establish corruption free good governance practices.

1.4 Establishing of Equality of Human Rights

“Civil Liberties” emphasizes the autonomy of the entity. In many other forms of governments the importance of the individual has disappeared. TIP is really taking an incredible interest in the preservation of civil liberties. It is a deception that many of us in this country do not enjoy real liberty. TIP takes the trouble to try to bring about the full observance for the people of their civil liberties. The only way to keep this country a law-abiding country, where law is looked upon with respect and where it is not considered necessary for anybody to take the law into his own hands. TIP with its efforts and awareness program trying to make a truly democratic Nation striving for the implementation of the Rule of Law.

1.5 Global Food Shortage and Climate Change

According to the World Health Organization, ‘Globally, the water problem is getting worse as cities and populations grow, and the needs for water increase in agriculture, industry and households.’ Global water shortage has a vast impact on economy of agriculture, a country with a lack of water cannot grow crops and hence the country will be 100% dependent on imports.

According to a report titled “Running on empty: Pakistan’s water crisis” (edited by Michael Kugelman and Robert M Hathway), anywhere from 40 to 55 million Pakistanis do not have access to safe drinking water. The water shortage in the country is mainly due to power outages leading to non-functioning of tube-wells. Therefore, in collaboration with Ministry of Irrigation & Power, GoS, and Sindh Irrigation & Drainage Authority (SIDA), TI Pakistan is an observer to ensure transparency in their processes.

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 consists of members from the judiciary (retired), legal profession, chartered accountants, business, social activists and industry. It comprises 5 males and 4 females. They are from all over the country and represent the cross section of all geographical, socio economic backgrounds of the population.
The Board of Trustees as on December 31st, 2013 comprises of the following nine members:

1. Mr. Sohail Muzzaffar Chairman
2. Ms. Yasmin Lari Trustee
3. Justice (R) Nasira Javed Iqbal Trustee
4. Ms. Shahana Kaukab Trustee
5. Mr. Khurram S Abbas Trustee
6. Justice (R) Dr. Ghaus Muhammad Trustee
7. Mr. Javed Farooq Trustee
8. Mr. Muhammad Hidayatullah Trustee
9. Justice (R) Zia Parvaiz Trustee

The members are encouraged to take part in the activities of the Chapter and they are invited to all events. The Board meets regularly and members are apprised of all ongoing projects and events by the TI Secretariat in Berlin.

A committee was formed from amongst the members in the last year to look into Corruption in Education, especially the Exorbitant Increase in tuition fees of private schools and ghost schools.

The Advisory Committee as on December 31st, 2013 consists of members with expertise in different fields. It comprises of:

1. Mr. Syed Adil Gilani Advisor
2. Mr. Syed Salim Ahmed Advisor
3. Mr. Abid Sheikh Advisor
4. Mr. Khalid Parwez Advisor
5. Mr. Khursheed Anwar Advisor

Mr. Saad Rashid is the Executive Director of TI-P. During the year 2011, he has been ably supported at the Secretariat by:

1 Saad Rashid
2 Syed Fawad Gilani
3 Javeria Zaman
4 Maryam Javaid Mughal
5 Mohammad Ali Taj
6 Syed Kamran Ahmed
7 Muhammad Ghufran
8 Ayesha Shaikh
9 Maria Shah
10 Ashfaque Ahmed
11 Twinkle Peter
12 Zubia Mubarak Ali
13 Mohammad Safdar Shaikh
The Anti – Corruption steering committee conducts its meetings on a regular basis to monitor, assess, and guide TI Pakistan on the progress and effectiveness of its various anti – corruption projects in operation. During these meetings, important policy decisions are finalized, progress reports presented and discussed, and the annual Operational Work Plans are finalized and approved.

3. Conclusions, Critical Assumptions, Risks, Open Issues

The support of the Executive Branch is imperative in implementing a policy framework to identify potential areas of corruption and related unethical activities and completely eliminate them from the Government Institutions and Ministries.

The general perception is that a corrupt government translates into a corrupt society and thus honest and sincere leadership is essential to ensure that corrupt and unethical practices are completely eradicated from all tiers of the government.

The actual reason that has prevented democracy and the Rule of Law from truly flourishing in Pakistan has been the rampant corruption across all vital institutions of the country, including the public and private sector organizations that also find themselves conducting business in an environment riddled with unethical and illegal actions, and where kickbacks, bribery, extortion, and preferential treatment have become established norms.

To deal with the issue of rampant corruption, a comprehensive 360 degree approach needs to be adopted. This implies that only is it necessary for a legislative framework to be in place that imposes checks and balances on the government and all its Ministries and departments, but the citizens, specifically the youth also needs to be made part of this anti – corruption drive. Grass root level mobilization will ensure that people are made aware of all actions that constitute corruption

After the elections, there has been interesting possibilities for TI Pakistan to establish a collaborative instead of a rivalry-based relationship with the new government, in order to protect the abuse of power
and resources. Also, by lobbying for the judiciary to have greater control and the writ to impose stringent sentences on those found guilty of corrupt activities, the ongoing fraudulent initiatives from within influential political elements of the country, TI Pakistan hopes to find itself in a position of having greater support from the Judicial and Executive Branches of Pakistan, instead of acting alone in an atmosphere of hostility.