



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



ANNUAL REPORT 2009

Table of Contents

List of Acronyms	4
Executive Summary	5
Part 1: Looking at the Past	
1. Changes in the Context	8
2. Progress Review	9
3. Management, Organizational Changes & Staff Composition	15
4. Lessons Learnt, Good Practices	16
Part II: Plan of Operations, Planning the Future	
1. Focus and Priorities for the year	18
2. Management	19
3. Conclusions, Critical Assumptions, Risk, Open Issues	21
Annexure	
1. Logical Framework Matrix	23
2. Time Chart / Work Plan	33
3. Organogram	43

List of Acronyms

ACPP	Anti Corruption Project Pakistan
AGP	Auditor General of Pakistan
CBO	Community Based Organization
CBR	Central Board of Revenue
CSO	Civil Society Organization
ECPR	External cum Peer Review
GOP	Government of Pakistan
GOS	Government of Sindh
HEC	Higher Education Commission
NAB	National Accountability Bureau
NACS	National Anti Corruption Strategy
NCPS	National Corruption Perception Survey
NGO	Non Governmental Organization
ED	Executive Director
PC	Project Coordinator
PM	Project Manager
PPRA	Pakistan Public Regulatory Authority
PPR 2004	Public Procurement Rules 2004
SDC	Swiss Agency for Development and Cooperation
SPPRA	Sindh Public Procurement Regulatory Authority
TG	Target Group
TI-P	Transparency International Pakistan
TI-S	Transparency International Secretariat
UNCAC	United Nations Convention Against Corruption
UNODC	United Nations Office on Drugs & Crimes
YPO	Yearly Plan of Operation

EXECUTIVE SUMMARY

As the year ends Transparency International Pakistan looks back at what it has learnt this year and how it has prevailed in its struggle against *corruptions* as individuals and as a team.

This report reviews the period from January 2009 to December 2009. During this period of one year Pakistan has faced an increase in corruption and terrorism, marches for the restoration of judiciary which was successfully achieved in July 2009 and the agitation against National Reconciliation Order (NRO) which was declared “null and void” by the Supreme Court of Pakistan on December 16, 2009.

The globally hit recession coupled with rising costs of living has had an adverse effect on the people of the country. The inept governance by the elected representatives has brought about one crisis after another, leaving them with little or no time to deal with the evils of corruption.

Nevertheless, TI-P has enthusiastically been continuing its work and even increasing it in different areas of Pakistan.

Advocacy material (leaflets, brochures, etc) is distributed to various stakeholders on different occasions. TI-P has partnered up with the media to be able to disseminate information to the public. National and international, print and electronic media have contacted TI-P to seek our views on topics relating to Pakistan, specifically corruption.

TI-P has been monitoring public procurement by scanning newspaper advertisements. Complaints of violation of rules have also been brought to the notice of TI-P by bidders. Whenever TI-P becomes aware of violation of Procurement rules, it writes to the procuring agency pointing out the violation and advising to correct it, with copies sent to the regulatory authorities. This has resulted in quite a few awarded tenders to be scrapped and amendments made in tender advertisements and contracts. It has been noted that most of these organizations that are contacted rectify the shortcomings.

Various workshops and seminars have been arranged by TI-P to train procurement, audit and management officials so that they may be able to comply with the procurement rules of the PPRA. These workshops have been organized in collaboration with the federal and provincial procuring authorities and international financial institutions.

Many procuring agencies, who have signed an MOU with TI-P, continue to seek advice on preparation of tender documents. They send the documents to TI-P prior to release for the purpose of vetting to comply with the PPR 2004. This has resulted in considerable savings to the procuring agencies.

TI-P has also been informed of corruption in many government organizations by whistleblowers or by news in the media. TI-P follows it up with the organization with information to the regulatory authorities that take up the case once it comes to their knowledge. After investigation by these authorities, a number of key personnel have been changed.

The publication of our National Corruption Perception Survey is done periodically and it has been observed that the general public looks forward to it. It has also been noted that some of the enterprising organizations take into consideration the results and try to better their internal workings. After the publication of the 2009 report TI-P received a lot of drubbing from the Government as it was not happy with the results portrayed in the report.

Seminars have also been held for the Private Sector within the working year. Through these seminars we hope to educate and motivate the private sector to fight against corruption by adopting anti bribery principles in their practices. The seminars were attended by a large number of private sector companies, government, TI-P Board & members, general public and covered by the media.

Within this year TI-P has signed MoUs with Civil Society Organizations (CSO) in all four provinces of Pakistan. Training programs have also been conducted in all the provinces in collaboration with the CSOs. Kutcherys (communal gatherings) have also been held in Sindh and Baluchistan and planned for Punjab and NWFP. The message of TI-P is thus being propagated to the grass root level.

An awareness program has been initiated at a large scale amongst the different segments of society about their rights and responsibilities. Activities such as seminars, workshops, poster painting, essay and debate competitions, lectures, establishing youth clubs and issuing periodic newsletters. Youth and school children are particularly targeted in these programs.

The complaint centers for the redress of complaints of the citizens, is promoted by TI-P. A number of meetings were held with the administration of the Punjab Province including a few with the Chief Minister to assist them in streamlining the Chief Ministers complaint centers. TI-P is assisting the District Gujrat Police in setting up a complaint center to address complaints against police in that district.

The Sindh government promulgated a law for the setting up the provincial public procurement regulatory authority. As TI-P had been made a member of the Board of the authority, it helped in formulating transparent rules for public procurement in the province. The rules have also been mandatory to be followed for all public procurement. This is a step in the right direction to curb corruption in procurement.

TI-P held a number of meetings with the Punjab Chief Minister to adopt Public Procurement Rules 2004 for the provincial public procurement. There was stiff

resistance from the bureaucracy. However, TI-P was successful in convincing the Chief Minister and a law was promulgated to adopt the rules.

Prior to the release of the Corruption Perception Index 2009 by Transparency International, TI-P approached the Prime Minister for a meeting. At the meeting TI-P informed the PM that the ranking of Pakistan had fallen as compared to last year. TI-P suggested a number of reforms that to be adopted by the government to restore confidence in Pakistan by the International community. He formulated a committee of eight federal secretaries under the Finance Minister including TI-P to discuss and finalize TI-P's recommendations.

The Advocacy and Legal Advisory Centre has taken off. With the increase in advertisement on the electronic media and involving community based organization the number of initial cases has increased. After the intervention of TI-P, many complaints have been redressed. Contacts have been developed with governmental organizations which have promised to follow up cases sent to them.

An exchange program has begun this year between the South Asian National Chapters funded by the Norwegian organization Fredskorpset. Under this program, an exchange fellow from Pakistan is visiting Nepal. He will be trained in Investigative Journalism and TI Nepal's outreach program.

TI-P has taken a number of steps to enhance its efficiency and due to the increase in activities; additional staff has been recruited to carry out the work. Our website is updated on a regular basis.

The Board of Trustees now has 9 members belonging to different segments of society. Board meetings are held at regular interval where the Board is apprised of the activities of TI-P. The Board approves all the financial and programs of TI-P. TI-P's members have also increased to 50 and the Advisory Committee is also functional. Two members' meetings are held each year, where the members are informed of the programs of TI-P.

Delegations from various organizations have visited TI-P's office to discuss about issues relating to corruption and Pakistan. Private TV channel solicit TI-P's view on various issues and invite a representative for interviews or as a panelist. TI-P is invited to a number of national and International seminars and workshops as panelist or as a participant.

Within the period January 2009 to December 2009 TI-P has conducted various activities where emphasis has been given to re-affirming and enforcing the anti-corruption movement.

Part I **LOOKING AT THE PAST**

1.1 **CHANGES IN THE CONTEXT**

Last year has seen many changes; with the global recession, judge's movement coming to an end with the Chief Justice of Pakistan being restored and the NRO being debated and declared null and void. Terrorism is at its all time high. All this has created a situation of unrest and the population now appears to be ready to stand up and fight injustice.

ACPP Phase II is still on track due to the commitment of TI-P despite the hurdles created by inefficiency and lack of interest of the government towards issues related to corruption. At its end TI-P has tried to educate the general population via various channels against the evils of corruption.

During the past year, many cases of corruption have been unearthed by the investigative journalist. However, it seems that this has not deterred the corrupt elements in the society. They seem to be doing business as usual. This is because the government has not done enough to show that they will not tolerate corruption. It seems that some members of the government are themselves patronizing the corrupt officials. Such individuals are nominated to head the large government organization without merit, where they indulge in massive corruption without fear. This has been brought to the notice of the regulatory authorities, who have been instrumental in holding these individuals accountable.

The judiciary also played its part. Certain glaring examples of corruption as in the Pakistan Steel case were taken up by the Supreme Court. Due to the court's intervention the Chairman had been sacked and later arrested. It is hoped that a strong independent judiciary will go a long way in curbing corruption in the country.

The role of regulatory authorities is also very important. AGP, CCP, SECP, the federal and provincial PPRA can be vigilant and make the government organization accountable. They play an investigative role and can send the guilty to be prosecuted by the anti corruption agencies. TI-P has developed a good relationship with these regulatory bodies and reports to them whenever corruption comes to their knowledge.

The youth are the backbone of a country. TI-P targets the school children and youth in its awareness enhancing programs. The youth and general public wish for Pakistan to be a country free of corruption and also realize that they are the ones responsible for this task.

Media is the fastest way to reach a large audience and TI-P had started a fruitful relationship with them which has strengthened during the past year. Television appearances have been made, interviews given, both in print and electronic media. TI-P's aims and objectives have been made clear.

2. PROGRESS REVIEW

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

TI-P has held capacity building seminars and workshops for a large number of government agencies so that any confusion regarding the various clauses of PPR 2004 may be eliminated and the procurement officials are able to comply with the requirements of the rules of PPRA.

Government organizations that have signed MoUs with TI-P send their procurement documents to be vetted by us. If any inconsistency is found in these documents they are brought to the knowledge of concerned organizations for rectification prior to issue.



Transparency International Pakistan also religiously scans through procurement advertisements and if discrepancies are found they are reported to the procuring agencies. Such actions are also taken whenever TI-P receives complaints from bidders in this regard. It has been noted that normally these errors are rectified.

Any intercession made by TI-P which resulted in savings for the organization is documented and distributed to different forums.

In June 2009 the National Corruption Survey was published, which was well received. National Corruption Survey 2010 has been undertaken.

In August 2009, a workshop on “Capacity Building and Training” was organized by TI-P in collaboration Public Procurement Authority at Hotel Marriot, Karachi. Prominent

figures from PPRA, SPPRA, ADB, World Bank and KPT were invited to speak while a large number of government organizations participated.

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

A seminar was held on ‘Adoption of Anti Bribery Principles in the Private Sector’ at Hotel Marriott, Karachi. Engr. Illahi Bukhsh Soomro, ex Speaker of the National Assembly was the Chief Guest. This seminar was organized by TI-Pakistan and BASF Pakistan Ltd. Speakers were from the Industry and Chamber of Commerce.



The private sector seminar was held on at Avari Towers, Karachi in collaboration with Sindh Industrial & Trading Estate (S.I.T.E) Association Karachi, on “Why Private Sector Compromises on Corrupt Practices.” It was attended by a large number of private sector organizations, the chamber and media. At the end of the seminar a decision was made to form a committee with the objective to motivate other private sector organization to follow the anti bribery principles in all their dealings.

Another seminar was held for the private sector in October 2009 at Hotel Marriot. The topic of the seminar was “Corruption in Private Sector – Causes and Remedies”. Mr. Shaukat Tareen, Finance Minster of Pakistan, chaired the seminar and the speakers were Mr. Akbar Sheikh, Ex-Chairman All Pakistan Textile Mills Associations & Ex-

Chairman Pakistan Contractors Associations, Mr. Ehsan Malik, Chairman Unilever Pakistan, Mr. Sohail Ahmed, Chairman Federal Board of Revenue (FBR) and Mr. Khalid Aziz Mirza, Chairman Competition Commission of Pakistan.

The public and private sector organizations, renowned personalities and media attended this seminar.

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

To propagate its messages to the masses at the grassroots level TI-P has signed MoUs with various Community Based Organizations in all 4 provinces of Pakistan. Training workshops have been designed to create awareness amongst the social mobilizers so they can spread this message in the areas they work in. Kutcheries (Communal Gathering) are held in collaboration with the CBO partners in selected villages to interact with the local people and to take their input.



A workshop was organized on 'Raising Awareness on Corruption' in March 2009 with one of our partner CBO Fundamental Human Rights and Rural Development Association-FHRRDA at Badin.

In collaboration with Al Mehran Rural Development Organization (AMRDO), New Saeedabad, Sindh, TI-P has held a workshop in the month of July 2009, a Kutchery in December 2009 and a seminar for UNCAC day on 9th December 2009.

In Badin, Sindh, TI-P has partnered up with Fundamental Human Rights and Rural Development Association. Together they have held a workshop, Kutchery and a seminar for UNCAC Day.

A workshop was held in Quetta, in collaboration with Kuchlak Welfare Society (KWS). The Kutchery was held on 25th May 2009 and a seminar was held on UNCAC Day.

Rural Development Organization (RDO) signed an MOU with TI-P and organized 4 seminars in Faisalabad, Chiniot, Toba Tek Singh and Jhelum for UNCAC day on 9th December 2009.

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

16 New Youth in Governance (YinG) clubs have been established throughout Pakistan. Many workshops, seminars, lectures and debates, poster and essay competitions have taken place with these YinG clubs. 6th YinG workshop took place at the University Law College, Quetta. A large number of students from various institutions around the country attended.



Two training sessions, on the topics of 'Human Rights' and "Gender", were conducted in the month of February. They were attended by the entire staff of Transparency International Pakistan along with Ms. Kaneez Fatima of SDC (Islamabad Office) and Mr. Mohammad Hasan Mashori of the CBO Fundamental Human Rights and Rural Development Association (FHRRDA), Golarchi Sindh.

A meeting was also conducted in the month of February with Torch bearers of YinG clubs to discuss the strategy for the coming six months.

The 3rd YinG Club lecture on "Politics and Corruption in Education Sector" took place at University of Faisalabad, Faisalabad. While on 20th October 2009 the 3rd YinG Club debate competition took place at Government Girls Degree College, Quetta and on 29th October 2009 the 2nd Annual YinG meeting took place at Greenwich University, Karachi.

Various Competitions were held for Child's View of Corruption (CVOOC) along with prize Distribution ceremony and poster painting exhibitions. Arts Council, Karachi, was the venue for the prize distribution ceremony held for The Citizens' Foundation schools. The 5th Poster Painting Competition was held in the Jamshoro District while the 6th Poster Painting Competition took place among the private schools i.e. The City School, Beacon House School System and Foundation Public School. The 7th Mural Painting Competition took place in Hazara in collaboration with the Heritage Foundation and the 8th Poster Painting Competition took place in Quetta in collaboration with Kuchlak Welfare Society.

The 5th Poster Painting prize distribution and exhibition took place at Government Girls High School Kotri, Jamshoro while the 6th Poster Painting prize distribution and exhibition took place at the Arts Council, Karachi.

Street plays have been produced and performed at 12 different locations of Karachi on 26th July 2009 and they were all well received. Plays have been produced for TV channels, but TI-P has not yet been able to find a channel that will broadcast them.

2.5 Fredskorpset Exchange Program

Mr. Saad Rashid, Executive Director, attended a three day conference in Bangkok from April 7 -9, 2009, along with the National Chapter representatives of the TI South Asia Chapters. The TI representatives met with officials of Fredskorpset (FK), a Norwegian Donor Agency. At the end of the conference the six TI chapters signed an agreement with FK for an exchange program amongst themselves with will be funded by FK. A preparatory course for exchange program was held in Bangkok in the month of July which was attended by Mr. Saad Rashid and Mr. Asif Shakeel (Project Coordinator) on behalf of TI-P.



In August exchange fellow, Asif Shakeel, was sent to Nepal for ten months' training on Investigative Journalism and Outreach Program. A mid term review meeting took place in Kathmandu in the month of November which was attended by the representatives of TI South Asian sub-regional chapters. TI-P's Executive Director, Mr. Saad Rashid attended this meeting.

2.6 Advocacy & Legal Advice Centre (ALAC)

Advocacy & Legal Advice Centre (ALAC) was formally launched at a press conference in March 2009. Various visits were made to NGOs, private enterprises, Sindh High Court and other government departments to introduce ALAC to them.

A seminar entitled "Advocacy & Legal Advice Centre" was organized to provide a platform of introducing TI-P's newest endeavor. In September 2009, representatives of TI-Secretariat visited Karachi where a presentation was made to them. These representatives also met some NGOs belonging to Sindh. In November, ALAC Coordinator, Ms. N. A. Mirza, attended the Global Workshop in Berlin.



The response had been encouraging and ALAC received 105 initial contacts during the period under review.

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

TI-P has inducted a number of employees this year in view of the increased volume of activities being conducted. The resource center is functional and being utilized. The center has various books and research papers on human rights, corruption, gender and other related topics.

Boards of Trustees' meetings are convened regularly to monitor and regulate the working of the secretariat. 5 BOT meetings were held in the year. Besides Annual Members' Meeting and a biannual members meeting were conducted. The Advisory Committee's meeting was also held.

TI-P networks with National and International allies through seminars, workshops and meetings.

3 **MANAGEMENT, ORGANIZATIONAL CHANGES & STAFF COMPOSITION**

There has been an increase in the composition of the Board of Trustees. It has been increased from 5 to 9 members belonging to different backgrounds and expertise. The

members of TI-P have also increased to 50 and an Advisory Committee has been created, which submits suggestions to the Board for consideration.

There have been a number of changes in the composition of the staff. Some of the staff members have left the organization for personal reasons. Other members have been inducted at different levels to cope with the increased load of work due to increased activities.

4. LESSONS LEARNT & GOOD PRACTICES

Public Procurement tenders are monitored by TI-P and whenever any violations are found it is brought to the notice of the relevant organizations. In most cases these violations are rectified. A significant sum has been saved due to TI-P's vetting of tenders. Organizations are starting to realize that signing MoUs with TI-P is beneficial.

Highlighting corruption in public organization and conveying it to the relevant authorities has resulted in change being effected in those organizations. A number of high ranking officials have been replaced due to TI-P's intervention.

Redress of their complaints is the right of every citizen in a democratic system, thus to make it easier for them to submit their complaints, Complaint Centers have been set up. After the success of the Complaint Centers in Karachi, they have been replicated in Rawalpindi and planned in Gujrat.

The youth are the future of the country. They can make or break the country. They are at an age where they can easily learn and grasp what is being informed to them. Our message is taken in with great enthusiasm and they take forward the message and pass it on.

The NCPS 2009 was published in June 2009; it was well received and used as reference by both the Government and the Opposition whenever it suits their purpose. It has also been quoted by the media and general public when a discussion on corruption takes place.

Punjab Government implementing the PPRA was a silver lining, along with this the Chief Minister of Punjab showed keen interest in working with TI-P. TI-P is also pursuing to be able to monitor the working of the CM's complaint centre.

TI Pakistan issues a press release on all occasions when the policies of the government are seen to result in an increase in corruption. The opposition leaders are apprised of the dangers if such policies are promulgated into law. TI-P's views were sent to the media and the opposition at the time of the proposal of the accountability bill, at the time of the relapse of the Competition Commission of Pakistan law. Such interaction starts the movement of forces that compel the government to retract.

TI-P also sends its recommendations to the Government on issues of national importance. Before the release of the TI Corruption Perception Index, TI-P met with the Prime Minister and presented a number of recommendations to improve governance. The PM formulated a committee of eight federal secretaries headed by the Finance Minister and including a member from TI-P to study the recommendations and submit a report. TI-P's views are sought by the government on many issues. They are also requested to send members to government planning meetings as a stakeholder representing the civil society.

TI-P's monitoring of the media for corruption by various departments of the government has also resulted in the falling back by the organizations on such projects. Cases as the Rental Power Plants, Energy Saver Bulbs and purchase of land by National Insurance Corporation at exorbitant rates were scaled back or abandoned. Thus intervention by TI-P is necessary to curb corruption.

The regulatory bodies to whom TI-P sends copies of the corruption it observes take the reports seriously. On the basis of these reports, they start investigations and have taken action against many government agencies.

PART II PLAN OF OPERATIONS, PLANNING THE FUTURE.

1 FOCUS & PRIORITIES FOR THE YEAR.

1.1 Poverty

Poverty is a rising factor in third world countries. As with other third world countries Pakistan too suffers from rising poverty. TI-P considers the existing level of poverty in the world to be unacceptable. It is believed that poverty and corruption go hand in hand and create a cruel cycle where poverty gives rise to corruption and vice versa.

The lower income citizens of the country tend to suffer the most. The salaries of these people are usually low and having to pay bribes to get day to day work done decreases the amount they can use on their households. With increasing prices of food and other commodities, they often end up relying on corrupt practices to make ends meet.

United Nations (UN) has given corruption's threats and risks its due importance. It has been reflected UN Convention Against Corruption (UNCAC) that corruption creates barriers for development. It is hoped that this program will cause drop in the levels of corruption, thus directly and indirectly decreasing poverty.

1.2 Gender

Women normally have lower representation in all fields in Pakistan. Thus one of the main objectives is to have equal participation of women in all TI-P activities.

Due to the disproportionate representation the poverty level of women are higher than that of men. Through development of relevant policies, lobbying for legislations and advocacy programs TI-P will try to achieve gender equality. Furthermore, monitoring of the programs will be done for compliance.

1.3 Governance

It has been proven that good governance is linked with reduction in corruption. Pakistan was found to have a highly ranked legislation but the implementation is lagging far behind.

Implementation of the covenants of UNCAC and NACS will be monitored by TI-P through gap analysis to curb the problem. NCPS and Report Card Studies will be carried out.

Replication of Complaint Centers has been made to promote the improvement of service deliveries to the citizen by the town administration. Reports will be prepared and

disseminated amongst the government, public and media to pressurize for improvement. Also included are capacity building and training programs for our partners.

1.4 **Human Rights**

An integral part of ACPP II is Human Rights. This topic is an important one and TI-P includes a session on it in its programs. For the youth Emphasis will be made on the rights of the poverty stricken and the downtrodden.

1.5 **Global Food Shortage**

The increase of food prices increases the occurrence of corruption. TI-P has been involved with the Ministry of Irrigation & Power and Sindh Irrigation & Drainage Authority to curb corruption in the Water Sector in their distribution system which affects the yield of crop.

1.6 **Climate Change**

Climate change is a major concern; it is being debated on by countries around the world. The problem of climate change is becoming more acute day by day. It is proving to be destructive in all manners and forms. Due to the change in environment a food shortage is being created, this undermines the poverty alleviation programs as well as causes serious environmental changes.

1.7 **Sustainability**

Various activities are conducted with the aim of curbing corruption. TI-P works with the aim of getting results and seeing visible, positive changes. We are sure that our efforts will bear fruit. This will ensure sustainability for the programs of TI-P as donors are willing to support organizations that obtain results.

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 comprise of the following members:

1. Mr. Syed Adil Gilani	Chairman
2. Mr. Arshad A Zuberi	Secretary
3. Mr. Khurram S Abbas	Treasurer
4. Ms. Yasmin Lari	Trustee
5. Chief Justice® Haziquil Khairi	Trustee
6. Justice®Dr.Ghaus Muhammad	Trustee
7. Engr. M. A. Jabbar	Trustee
8. Mr. Sohail Muzzaffar	Trustee
9. Mr. Javed Farooq	Trustee

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

There are about 50 members of TI-P. They 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:-

Illahi Bukhsh Soomro
Khursheed Anwar
Syed Salim Ahmed
Wajid Jawad
Shahana Kaukab

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
• Mr. Syed Kamran Ahmed	Accounts Officer
• Mr. Kafil Ahmad Khan	Media Advisor
• Naseem Ahmad Siddiqui	IT Expert
• Ms Nargis A Mirza	Project Coordinator
• Ms. Zareen Z. Qureshi	Assistant Project Coordinator
• Ms. Farah Mirza	Assistant Project Coordinator
• Mr. Asif Shakeel	Assistant Project Coordinator
• Mr Safdar Shaikh	Legal Assistant
• Ms Summaira Raza	Lawyer
• Mr. Mansoor Iqbal	IT Assistant
• Ms. Arwa Saifuddin	Secretary
• Mr. M. Imran Khan	Messenger

This year the Judiciary, after the successful campaign of the lawyers and the civil society, has become independent. It is hoped this will result in holding the government more accountable. The Supreme Court of Pakistan has taken Suo Moto action in some high visibility cases of corruption.

TI-P has achieved many a success this year. The monitoring of public procurement has borne fruit. Considerable savings have resulted to the government due to TI-P's monitoring. The TI-P team makes all efforts to strengthen the political will of the government by lobbying for reforms, transparency and good governance. Relationship with the media has been strengthened. Press releases of TI-P are regularly published by the media to disseminate the message and propagate the benefits that have accrued in sectors where reforms have been implemented. Stake – holders have been motivated, their capacity enhanced so they are empowered to stand up for their rights and can further make alliance amongst themselves to fight corruption.

Annexure 1

LOGICAL FRAMEWORK MATRIX

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

¹ Consumer Price Index

² National Reconciliation Ordinance

³ Central Board of Revenue

⁴ Auditor General of Pakistan

⁵ Public Procurement Rules

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

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

⁶ Freedom of Information

⁷ Local Government Ordinance

⁸ National Accountability Bureau

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>Major Activities:</p> <p>1. Carry out gap analysis of implementation of NACS.</p> <p>1.1. Organize stakeholders' conference on implementation of NACS.</p> <p>1.2. Form working groups to gather data from various stakeholders.</p> <p>1.3. Analyse data and prepare recommendations for specific sectors.</p> <p>1.4. Print and distribute report.</p> <p>2. Prepare and disseminate shadow report on implementation of UNCAC.</p> <p>2.1. Gather/collect information of steps taken by Govt.</p> <p>3. Carryout national corruption perception surveys (annually).</p> <p>3.1. Review and strengthen NCPS design and methodology.</p> <p>3.2. Conduct National annual surveys –</p> <p>3.2.1 Train partners on questionnaire.</p> <p>3.3. Prepare, print and disseminate NCPS report.</p> <p>4. Gather data/info from supported institutions regarding their compliance with PPR 2004.</p> <p>4.1. Monitor departmental and PPRA websites, print-media, etc. to spot discrepancies in public procurements and advice respective organizations to rectify and report to PPRA/Govt.</p> <p>4.2. Follow-up respective organizations for remedial measures/corrective action.</p> <p>5. Conduct report card studies of services annually, and disseminate</p>	<p>disseminated.</p> <p>2. Report on NACS implementation based on stakeholder feedback prepared and distributed by Dec. 2009.</p> <p>3. National Corruption Perception Survey carried out and disseminated during 1st quarter each year beginning 2009.</p> <p>4. Three “Report Card” studies of CDGK complaint centres (1 per year) and at least 2 selected service-providers carried out and published by Feb. 2011.</p> <p>5. Annual report on PPR monitoring (No. of discrepancies identified and corrective actions taken) prepared and shared with relevant authorities in June each year (starting 2008).</p>	<p>3. NCPS annual reports; distribution list; media clippings; minutes of presentation events.</p> <p>4. Report Card studies; Distribution lists;</p> <p>5. TI-P's annual PPR monitoring reports; distribution lists;</p>	

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>reports.</p> <p>5.1. Seek citizens' feedback on performance of complaint centres of CDGK (18 towns)</p> <p>5.2. Seek users' feedback on performance of selected organizations (other than LG).</p> <p>5.3. Print and disseminate reports</p>			
<p>Outcome 2 TRANSPARENT SYSTEMIC REFORMS AND ANTI-BRIBERY PRACTICES IN SELECTED PRIVATE SECTOR ENTITIES STRENGTHENED</p>	<ol style="list-style-type: none"> 1. Periodic briefs on cost of corruption and good practices developed and disseminated. 2. Increase in number of organization attending training programs, sign MoUs, send documents for vetting. 	<ol style="list-style-type: none"> 1. Report; case studies; 	<ul style="list-style-type: none"> • Regulatory bodies effectively monitor compliance.
<p>Output 2.1 Enhance the capacity of one or two selected large private sector entities based in Karachi to adopt anti-bribery principles in their practices especially in procurement.</p> <p>Major Activities:</p> <ol style="list-style-type: none"> 1. Adapt TI's policy for curbing bribery by the private sector organizations. 2. Organize seminars of potential organizations and make presentation of the anti-bribery policy. 3. Sign MoUs with interested organizations 4. Facilitate in review of organizational rules/procedure in line with anti-bribery policy, if needed. 5. Take up reported misuse of power 	<ol style="list-style-type: none"> 1. TI's Policy for curbing bribery by private sector adapted by June 2008. 2. At least 1 seminar per year for dissemination of anti-bribery policy organized for private businesses. 3. At least 3 private sector organizations are supported with implementation of anti-bribery principles by Feb 2011. 	<ol style="list-style-type: none"> 1. Policy document. 2. Reports of seminars; list of participants/organizations; 3. List of organizations; MoUs; Feedback reports. 	<ul style="list-style-type: none"> • Private sector willing to subscribe to TI's policy.

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>with relevant authorities for redress.</p> <p>6. Advocate and support Chambers to promote anti-bribery policy.</p> <p>7. Follow-up and seek their experiences; document case studies and disseminate.</p>			
<p>Outcome 3 RIGHT HOLDERS AND CIVIL SOCIETY ORGANISATIONS ACT AS CHANGE AGENTS TO DETER CORRUPTION</p>	<p>1. No. of actions / initiatives taken by CSOs for promoting transparency and curbing corruption by end Feb 2011.</p>	<p>1. CSO reports; media clippings; interviews with people.</p>	<ul style="list-style-type: none"> • Political and legal conditions remain conducive for CSOs
<p>Output 3.1 Train one or two selected CSO per province to promote transparency and minimise corruption in their target areas.</p> <p><u>Major Activities:</u></p> <p>1. Mapping of relevant CSOs in all four provinces.</p> <p>2. Select partners (esp. having outreach to vulnerable groups and rural areas) in each province based on selection criteria.</p> <p>3. Sign MoUs between TI-P and selected CSOs</p> <p>4. Carryout annual training needs assessment of partners</p> <p>5. Design capacity building programmes and implement.</p> <p>5.1. Awareness raising skills</p> <p>5.2. Corruption monitoring skills/techniques</p> <p>5.3. Advocacy techniques</p> <p>6. Regularly provide information / material (NCPS and other reports) to partners.</p> <p>7. Guide and support partners in monitoring and reporting of</p>	<p>1. Partnership with at least 2 CSOs per province established by June. 2009.</p> <p>2. All partners are provided with required trainings (based on TNA by Dec. 2009).</p> <p>3. At least 50% of backstopping requests of partners fulfilled each year.</p> <p>4. Annual experience sharing event of partners organized.</p>	<p>1. MoUs</p> <p>2. Training reports; TNA;</p> <p>3. TI-P's records; request letters</p> <p>4. Event report.</p>	<ul style="list-style-type: none"> •

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>corruption. 8. Organize annual meeting (partners day) for experience sharing.</p>			
<p>Outcome 4 RIGHT HOLDERS AND CIVIL SOCIETY BECOME MORE AWARE OF THEIR RIGHTS, RESPONSIBILITIES AND THE NEGATIVE IMPACT OF CORRUPTION</p>	<ol style="list-style-type: none"> 1. People’s knowledge of their rights in TI-P’s target areas increased compared to the baseline. 2. Increase in No. of people asserting their rights (getting services without illegal gratification) against baseline. 	<ol style="list-style-type: none"> 1. Pre-and post KAP⁹ survey. 2. KAP Survey (knowledge, attitude and practice) 	
<p>Output 4.1 Carry out mass awareness campaigns against corruption in all the four provinces within the context of International Anti-Corruption Day</p> <p>Major Activities:</p> <ol style="list-style-type: none"> 1. Develop/adapt publicity material around various topics (targeted to exploiters and exploited) related to corruption–produce for mass distribution and to partners. <ol style="list-style-type: none"> 1.1. Simplified version of UNCAC and NACS for public and duty bearers. 2. Organize seminars and walks – e.g. 9th Dec. (anti-corruption day) 1/yr/prov.) 3. Produce (TV/theatre) plays and distribute to TV channels. 4. Encourage/partner with Radio/TV channels for regular discussion/programmes around corruption and backstop with information. 	<ol style="list-style-type: none"> 1. Awareness material for targeted audiences prepared and distributed. 2. Awareness campaign on electronic and print media on at least 2 topics per year carried out. 3. At least 3 awareness events (walks, talks, seminars, etc.) organized by TI-P per year. 4. At least 6 partners (CSOs in 4 provinces) carried out at least 2 local level awareness events per year beginning 2009. 5. Posters/billboard at strategic locations posted in major cities. 	<ol style="list-style-type: none"> 1. Awareness material (leaflets, brochures, caps, T-shirts, pens, etc.) 2. Media clippings; 3. Event report; photographs; media clippings 4. Partners reports; local media clippings; photographs 5. List of locations; photographs. 	<ul style="list-style-type: none"> •

⁹ Knowledge, Attitude and Practice

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>5. Publish key messages through advertisements.</p> <p>6. Produce and disseminated e-newsletter (quarterly).</p> <p>6.1. Translate e-newsletter in Urdu, print and distribute to CBOs/partners.</p> <p>7. Support partners to carryout awareness raising activities at local level.</p> <p>7.1. Identify areas/pockets and groups vulnerable to corruption jointly with partners.</p> <p>7.2. Facilitate partners in adapting/developing awareness material to local needs/issues.</p> <p>7.3. Support partners in organizing awareness campaigns, walks, etc.</p> <p>7.4. Follow-up and monitor partners</p>			
<p>Output 4.2 Motivate children, adolescents and youth to promote principles of integrity in two to three annual events and school activities</p> <p>Major Activities:</p> <p>1. Identify and partner with academic institutions and mobilize children, adolescents and youth around principles of integrity</p> <p>1.1. Establish youth clubs in academic institutions (additional)</p> <p>1.2. Strengthen and support existing youth clubs.</p> <p>2. Organize series of lectures at institutions</p> <p>3. Hold poster and debate competitions at youth clubs level.</p> <p>4. Organize poster painting & stage play competition among school</p>	<p>1. At least 16 youth clubs formed and functional in different parts of country by Feb 2011.</p> <p>2. At least 20 events (lectures and debates) organized for youths at their respective educational institutions by Feb 2011.</p> <p>3. At least 1 poster competition among selected schools organized and exhibited by end Feb. 2011.</p> <p>4. At least 2 art competitions among youth clubs held each year.</p> <p>5. At least 3 provincial level workshops for youth clubs</p>	<p>1. List of institutions; membership records;</p> <p>2. Event reports; photographs;</p> <p>3. List of entries/schools; Booklet of selected posters; Media clippings of exhibition</p> <p>4. List of entries; Photographs; list of winners</p> <p>5. Workshop reports; media clippings; photographs;</p> <p>6. Conference reports; media clippings; photographs;</p>	

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>children and exhibit</p> <p>5. Organize youth workshops in all provinces (2/yr)</p> <p>6. Organize national youth conference (1)</p>	<p>organized by Feb 2011.</p> <p>6. One national youth conference organized by Feb. 2011.</p>		
<p>Output 4.3</p> <p>Complaint centres established to redress civic complaints in one city or town per province</p> <p>Major Activities:</p> <p>1. Make presentations to NRB provincial governments and prospective partners (governance projects)</p> <p>1.1. Follow-up</p> <p>2. Replicate complaint centre model in each province (one/prov.)</p> <p>2.1. Identify NGO (esp. SDC/USAID partners) in each province.</p> <p>2.2. Train partners.</p> <p>2.3. Backstop partners (incl. on site training)</p> <p>2.4. Identify backstopping needs with CDGK and support if needed.</p> <p>2.5. Replicate Complaint Centre</p>	<p>1. Complaint centres established in at least 1 town in each province and made functional by end Dec. 2010.</p>	<p>1. MoUs; Websites; Photographs; media clippings; citizen's feedback</p>	<ul style="list-style-type: none"> Local Govts. / NRB willing and cooperate.
<p>Outcome 5</p> <p>TI-P RECOGNISED AS THE FOCAL POINT FOR PROMOTION OF TRANSPARENCY AND ANTI-CORRUPTION PRACTICES IN PAKISTAN.</p>	<p>1. 20% Increase in number of service requests (advice/ clarification, talks/ presentations, publications, etc.) by public, private and civil society organizations (other than partners). At present approximately 50 per year</p>	<p>1. Request log (letters, emails, calls, visits, etc.); Record of response.</p>	<p>The organisational changes and staff training will enable TI-P to successfully implement the ACP</p>

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>Output 5.1 Structures, systems and capacities of TI-P enhanced and adapted to implement the Programme.</p> <p>Major Activities:</p> <ol style="list-style-type: none"> 1. Assess and revise organizational structure, policies and review/ revise job descriptions/salaries for all positions – keeping in view ACPD activities. 2. Recruit required staff – as per revised structure. 3. Prepare and implement staff capacity building plan based on TNA. 3.1 Organize Gender and HRBA sensitization workshops for TI-P staff 4. Develop and functionalize M+E system. 4.1. Review/ design M+E tools (wrt gender, etc.) 5. Enhance and maintain TI-P's website. 6. Review and improve financial management system. 6.1. Commission annual audit. 7. Establish a resource centre. 8. Conduct quarterly review meetings (internal and with SDC) 8.1. Prepare YPOs 8.2. Prepare and submit six-monthly progress reports. 9. Convene Board meetings (3/yr) 10. Expand membership of trustees, advisors and members (esp. from different strata) 11. Network with national and international allies (e.g. TI 	<ol style="list-style-type: none"> 1. Organizational needs assessed by April 2008, staff recruited by June 2008 and trained as per TNA. 2. Pool of volunteers (advisors, members) enhanced. 3. Operational and financial manuals reviewed and revised according to acceptable best practices June 2008. 4. M&E systems developed by Sep. 2008 and made operational 5. TI-P websites upgraded and maintained regularly. 6. Resource centre established by June 2009 and maintained. 	<ol style="list-style-type: none"> 1. Revised structure; Organogramme; training reports; 2. List of volunteers; 3. Standard Operating Procedures (SOPs); Manuals; 4. M+E guidelines; tools; data/reports 5. Websites of TI-P, YinG and Child's view of corruption 6. List of material; 	<p>Adequately qualified personnel join and remain in TI-P.</p>

Summary of Objectives and Activities	Objectively verifiable indicators	Means of Verification	Assumptions / Risks
<p>chapters).</p> <p>12. Participate in national and international fora.</p> <p>13. Seek legal advice/support for TI-P, on need basis.</p> <p>14. Organize mid-term review jointly with partners.</p> <p>15. Cooperate / Facilitate in phase-end external review.</p>			

Annexure 2

TIME CHART/WORK PLAN

Institutional Support		2010											
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
E	STRUCTURE, SYSTEMS, AND CAPACITIES OF TI-P ENHANCED TO IMPLEMENT THE PROGRAMME.												
E.1	Assess and revise organizational structure, policies and review/ revise job descriptions/salaries for all positions – keeping in view ACPP activities.												
E.2	Recruit required staff – advertise, interview & select						■				■		
E.3	Prepare and implement staff capacity building plan based on TNA.					■			■				■
E.4	Review/ design M+E tools (wrt gender, etc.)					■	■						
E.5	Enhance and maintain TI-P's website.	■	■	■	■	■	■	■	■	■	■	■	■
E.6	Review and improve financial management system.						■				■		
E.7	Establish a resource centre.			■	■							■	■
E.8	Convene Board meetings (3/yr)				■				■				■
E.9	Expand membership of trustees, advisors and members (esp. from different strata), hold Annual Members Meeting				■			■					■
E.10	Network with national and international allies (e.g. TI chapters).	■	■	■	■	■	■	■	■	■	■	■	■
E.11	Participate in national and international fora.				■	■		■			■		■
E.12	Seek legal advice/support for TI-P, on need basis.						■						■

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
PAKISTAN BECOMES A LESS CORRUPT COUNTRY												
Outcome 1												
DUTY BEARERS IN SELECTED PUBLIC SECTOR ORGANISATIONS PRACTICE GOOD GOVERNANCE												
Output 1.1												
ENHANCE THE CAPACITY OF THE CBR AND THE AGP AT THE FEDERAL LEVEL TO IMPLEMENT ANTI-CORRUPTION REFORMS												
1. Design Training program for potential organizations for transparent procurement (PPR2004).			███	███								
2. Draw up a training schedule and disseminate to all public and semi-autonomous organizations.			███			███						
3. Secure nominations				███				███				
4. Organize training workshops (2/yr) in different cities.			███					███				
5. Follow-up trained personnel and organizations for compliance.					███	███				███	███	
6. Provide technical assistance to organizations, on need basis.	███	███	███	███	███	███	███	███	███	███	███	███
6.1. Sign MoUs with interested organizations.						███						
6.2. Prepare jointly with organizations procurement manuals (in line with integrity pact).			███	███								
6.3. Vetting of tender documents to comply with PPR	███	███	███	███	███	███	███	███	███	███	███	███
6.4. Identify, document and disseminate case studies (good and bad practices).						███	███				███	███
Output 1.2												
ENHANCE THE CAPACITY OF THE PROVINCIAL MINISTRIES OF IRRIGATION, POWER AND AGRICULTURE IN SINDH TO IMPLEMENT ANTI CORRUPTION REFORMS												

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1. Design advocacy campaign for implementation of relevant laws/policies (incl. in-house accountability) esp. in education/judiciary sector.					■			■				
2. Develop advocacy material and distribute							■	■	■	■	■	■
3. Identify advocacy partners and build their capacities.							■	■	■	■	■	■
4. Carryout media campaign			■			■			■			■
5. Pursue modification of rules (of respective organizations) to address corruption												
5.1. Organize discussions with/among subject specialist for formulation of recommendations					■	■					■	■
5.2. Pursue notification of modifications.							■	■	■	■	■	■
5.3. Disseminate to respective organizations							■	■	■	■	■	■
5.4. Follow-up implementation of modifications (training, guidelines, monitoring, etc.)									■	■		
6. Advocate Govt. for implementation of FOI ^[9] Act and LGO ^[10] 2000 vis-à-vis access to information.												
6.1. Actively pursue publication of departmental information (as per FOI Act and LGO 2000) on the websites of selected sectors.				■	■			■				
7. Advocate promptness in accountability of extra judicial actions by Police/law enforcement agencies.												
7.1. Review existing laws and constitutional rights, and develop simplified info material for public awareness.						■	■	■	■			
7.2. Workout strategy for implementation of protection of citizen jointly with M/Law, M/Interior, Pakistan Law Commission, and Judiciary.									■	■	■	■
Programme Management Cost Outcome 1	■	■	■	■	■	■	■	■	■	■	■	■
Output 1.3												
ENHANCE THE CAPACITY OF NAB TO ENSURE COMPLIANCE WITH UNCAC AND NACS												
1. Carry out gap analysis of implementation of NACS.												
1.1. Organize stakeholders' conference on implementation of NACS.					■	■	■	■				

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.2. Form working groups to gather data from various stakeholders.							■	■	■	■		
1.3. Analyse data and prepare recommendations for specific sectors.										■	■	
1.4. Print and distribute report.												■
2. Prepare and disseminate shadow report on implementation of UNCAC conventions.												
2.1. Gather/collect information of steps taken by Govt.					■	■						
3. Carryout national corruption perception surveys (annually).												
3.1. Review and strengthen NCPS design and methodology.												
3.2. Conduct National annual surveys.				■	■	■	■					
3.2.1 Train surveyors (partners) on questionnaire.			■	■								
3.3. Prepare, print and disseminate NCPS[4] report.							■	■				
4. Gather data/info from supported institutions regarding their compliance with PPR[5] 2004.					■	■						
4.1. Monitor departmental and PPRA[6] websites, print-media, etc. to spot discrepancies in public procurements and advise respective organizations to rectify, and report to PPRAs/Govt.	■	■	■	■	■	■	■	■	■	■	■	■
4.2. Follow-up respective organizations for remedial measures/corrective action.	■	■	■	■	■	■	■	■	■	■	■	■
5. Conduct report card studies of services annually, and disseminate reports.												
5.1. Seek citizens' feedback on performance of complaint centres of CDGK[7] (18 towns)					■	■				■	■	
5.2. Seek users' feedback on performance of selected organizations (other than LG).							■	■				■
5.3. Print and disseminate reports								■	■			
Outcome 2												
TRANSPARENT SYSTEMIC REFORMS AND ANTI-BRIBERY PRACTICES IN SELECTED PRIVATE SECTOR ENTITIES STRENGTHENED												

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Output 2.1												
ENHANCE THE CAPACITY OF ONE OR TWO SELECTED LARGE PRIVATE SECTOR ENTITIES BASED IN KARACHI TO ADOPT ANTI-BRIBERY PRINCIPLES IN THEIR PRACTICES ESPECIALLY IN PROCUREMENT												
1. Adapt TI's policy for curbing bribery by the private sector organizations.			■	■			■	■				
2. Organize seminars of potential organizations and make presentation of the anti-bribery policy.			■				■					■
3. Sign MoUs with interested organizations					■						■	
4. Facilitate in review of organizational rules/procedure in line with anti-bribery policy, if needed.						■						■
5. Take-up reported misuse of power with relevant authorities for redress.							■	■				
6. Advocate and support Chambers to promote anti-bribery policy.					■	■					■	■
7. Follow-up and seek their experiences; document case studies and disseminate.											■	■
Programme Management Cost	■	■	■	■	■	■	■	■	■	■	■	■
C. Outcome 3												
SELECTED CREDIBLE CIVIL SOCIETY ORGANIZATIONS (CSOs) ACT AS CHANCE AGENTS TO DETER CORRUPTION												
Output 3.1												
TRAIN ONE OR TWO SELECTED CSO PER PROVINCE TO PROMOTE TRANSPARENCY AND MINIMISE CORRUPTION IN THEIR TARGET AREAS												
1. Mapping of relevant CSOs in all four provinces.				■	■							
2. Select partners (esp. having outreach to vulnerable groups and rural areas) in each province based on selection criteria.					■					■		
3. Sign MOUs between TI-P and selected CSOs				■							■	
4. Carryout training needs assessment of partners				■			■				■	
5. Design capacity building program and implement.												

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
5.1. Awareness raising skills			■	■	■			■	■			
5.2. Corruption monitoring skills/techniques			■	■	■			■	■			
5.3. Advocacy techniques			■	■	■			■	■			
6. Regularly provide information / material (NCPS[11] and other reports) to partners.					■	■	■				■	■
7. Guide and support partners in monitoring and reporting of corruption.					■	■	■				■	■
8. Organize annual meeting (partners day) for experience sharing.												■
Programme Management Cost	■	■	■	■	■	■	■	■	■	■	■	■
D. Outcome 4												
RIGHT HOLDERS AND CIVIL SOCIETY BECOME MORE AWARE OF THEIR RIGHTS & RESPONSIBILITIES AND THE NEGATIVE IMPACT OF CORRUPTION												
Output 4.1												
CARRY OUT MASS AWARENESS CAMPAIGNS AGAINST CORRUPTION IN ALL THE FOUR PROVINCES WITHIN THE CONTEXT OF INTERNATIONAL ANTI-CORRUPTION DAY												
1. Develop/adapt of publicity material around various topics (targeted to exploiters and exploited) related to corruption—produce for mass distribution and to partners.												
1.1. Simplified version of UNCAC, NACS and other material for public and duty bearers produced and distributed					■	■						
2. Organize period (1/yr/prov.) seminars and walks – e.g. 9th Dec. (anti-corruption day).	■	■	■	■	■	■	■	■	■	■	■	■
3. Produce (TV/theatre) plays and distribute to TV channels.					■	■						
4. Encourage/partner with Radio/TV channels for regular discussion/programs around corruption and backstop with information.				■	■	■	■	■	■	■	■	■
5. Publish key messages through advertisements.				■				■				■
6. Produce and disseminated e-newsletter (quarterly).												

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
6.1. Translate e-newsletter in Urdu, print and distribute to CBOs/partners.				■			■			■		
7. Support partners to carryout awareness raising activities at local level.												
7.1. Identify areas/pockets and groups vulnerable to corruption jointly with partners.						■	■	■				
7.2. Facilitate partners in adapting/developing awareness material to local needs/issues.							■	■	■			
7.3. Support partners in organizing awareness campaigns, walks, etc.			■		■		■		■		■	
7.4. Follow-up and monitor partners						■				■		
Output 4.2												
MOTIVATE CHILDREN, ADOLESCENTS AND YOUTH TO PROMOTE PRINCIPLES OF INTEGRITY IN TWO OR THREE ANNUAL EVENTS AND SCHOOL ACTIVITIES												
1. Identify and partner with academic institutions and mobilize youth around principles of integrity												
1.1. Establish youth clubs in academic institutions (additional)	■	■	■	■	■	■	■	■	■	■	■	■
1.2. Strengthen and support existing youth clubs.	■	■	■	■	■	■	■	■	■	■	■	■
2. Organize series of lectures at institutions			■			■				■		
3. Hold poster and debate competitions at youth clubs level.						■						■
4. Organize poster painting & stage play competition among school children and exhibit	■	■	■	■	■	■	■	■	■	■	■	■
5. Organize youth workshops in all provinces (2/yr)								■				■
6. Organize national youth conference (1)											■	
Programme Management Cost Outcome 4	■	■	■	■	■	■	■	■	■	■	■	■
Output 4.3												
COMPLAINT CENTRES ESTABLISHED TO REDRESS CIVIC COMPLAINTS IN ONE CITY OR TOWN PER PROVINCE												
1. Make presentations to NRB[8], provincial governments and prospective partners (governance projects)						■	■					

Activities & Sub-Activities	2010											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.1. Follow-up								■	■			
2. Replicate complaint centre model in each province (one/prov.)												
2.1. Identify NGO (esp. SDC/USAID partners) in each province.						■	■	■				
2.2. Train partners.							■	■				■
2.3. Backstop partners (incl. on site training)										■		
2.4. Identify backstopping needs with CDGK and support if needed.								■				
.5 Replicate complaint centre				■						■		

ANNEXURE 3
ORGANOGRAM



