TRANSPARENCY
INTERNATIONAL - PAKISTAN

STRATEGIC PLAN 2017 – 2020

ACTION PLAN FOR
TRANSPARENCY AND ACCOUNTABILITY

Transparency International Pakistan is one of the national chapters of the TI movement, the leading global coalition against corruption. The TI chapter in Pakistan officially started in 2002 with an office in Karachi. For last one decade, TI Pakistan has established itself as one of the most credible anti-corruption organizations in Pakistan and has worked with many local and international organizations to fight corruption.

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List of Acronyms

AFH	Anti-Fraud Hotline
AJK	Azad Jammu & Kashmir
ALAC	Advocacy and Legal Advice Centre
BASF	BASF – The Chemical Company
BISP	Benazir Income Support Programme
CBO	Community Based Organization
CSO	Civil Society Organization
ED	Executive Director
FOI	Freedom of Information
FTO	Federal Tax Ombudsman
HA	Humanitarian Agencies
ICT	Information and Communication Technology
LDA	Lahore Development Authority
MOU	Memorandum of Understanding
NAB	National Accountability Bureau
NACS	National Anti-Corruption Strategy
NADRA	National Database and Registration Authority
NCPS	National Corruption Perception Survey
NGO	Non-Governmental Organization
NICL	National Insurance Company Limited
OGDCL	Oil and Gas Development Company Limited
PCP	Printing Corporation of Pakistan
PGBF	Pakistan German Business Forum
RFP	Request for Proposal
SIDA	Sindh Irrigation and Drainage Authority
SRB	Sindh Revenue Board
SSGC	Sui Southern Gas Company Limited
TCP	Trade Corporation of Pakistan
TI	Transparency International
UN	United Nations
UNCAC	United Nations Convention Against Corruption

FOREWORD

I have great satisfaction in introducing this Strategic Plan for Transparency International (TI) Pakistan for the years 2017 to 2020.

The objective of TI Pakistan's strategy is to provide the best direction for the chapter's work and to ultimately fulfil its mission to make Pakistan a better country to live in for all. Inherent in this mission is the responsibility to our stakeholders to provide a platform which gives them easy access to stand up against corruption. This guide has been carefully produced so that these aims can begin to be met.

TI Pakistan would like to thank and appreciate everyone who made this report possible. Without the support and guidance of friends, supporters, donors, and staff, TI Pakistan would be much less capable of achieving its goals and working for the continued interest of our society. Furthermore, TI Pakistan would like to thank the TI Secretariat in Berlin for the assistance it extended to the Pakistan Chapter. We reassure our stakeholders that we will make our plan realized in the days ahead.

Saad Rashid
Executive Director of Transparency International Pakistan

1.0 ABOUT THIS STRATEGY

This document constitutes a four-year Strategic Plan for Transparency International (TI) Pakistan.

This Strategic Plan is the culmination of a detailed review of TI Pakistan's work, processes and operations, as well as the organization's structure, strengths and weaknesses, sustainability challenges and institutional capacity. The document thus reflects TI Pakistan's work, aspirations, and the views of TI Pakistan stakeholders which were obtained by TI Pakistan through a stakeholder survey prior to the development of this Plan. Nevertheless, to a reasonable extent, brief conclusions were drawn from the survey responses.

The review was complimented by discussions with TI Pakistan staff, and senior management. In developing this Strategic Plan, the strategic direction of Transparency International was kept in view while focusing more on the development of TI Pakistan as an organization with greater sustainability and organizational capacity.

It is hoped that this document will serve as a practical guide to TI Pakistan in its coming years, allowing it to capitalize on opportunities through improved capacities and strengths.

1.0 ABOUT THIS STRATEGY

2.0 BACKGROUND

About Transparency International Pakistan (TI Pakistan)

TI Pakistan is one of the national chapters of the TI movement, the leading global coalition against corruption. The TI chapter in Pakistan officially started in 2002 with an office in Karachi. TI Pakistan is registered as an independent civil society organization with its own Board, Advisory Committee and member body that work together to devise an agenda against corruption, suited to the local context. A locally tailored vision, mission statement and values, drive and shape our anti-corruption efforts. TI Pakistan has established itself as one of the most credible anti-corruption organizations in Pakistan and has worked with many local and international organizations to fight corruption.

The Purpose and Rationale for Developing the Strategic Plan

This Strategic Plan will be the guiding document for TI Pakistan between 2017 and 2020. The strategy, made in line with the local context of Pakistan, will also serve as a connection to the larger TI movement and TI chapters. Planning, organization, implementation and evaluation of any initiative by TI Pakistan in the next few years will be inspired by the strategic priorities and will eventually lead to the achievement of objectives mentioned in this strategy. Furthermore, the Strategic Plan will help TI Pakistan's stakeholders understand our organization better. The strategy can guide the Board and Advisory Committee to allocate resources towards projects that help achieve our goals most effectively and efficiently. By addressing pressing needs, our Strategy will further provide direction to our members' actions and help us connect to citizens who want to raise their voice against the highly prevalent problem of corruption in Pakistan. At the same, the Strategy will help us find areas of collaboration with potential and current donors.

3.0   CONTEXT: CHALLENGES AND OPPORTUNITIES

Defining and Understanding Corruption in Pakistan

"Corruption is defined by TI as the abuse of entrusted power (be it political, economic or social, within or outside Government) for private gain. Corruption can involve a wide range of activities - kickbacks, bribes, embezzlement, fraud, nepotism, negligence of duty, misuse of public or institutional funds and extortion"[1].

Throughout the history of Pakistan, corruption has been perceived as a pervading force embedded in almost every aspect of the Pakistani society. Lack of accountability, transparency and discretionary power has been some of the root causes of corruption in Pakistan. The practice of unlawful activity for private gain has infiltrated nearly all sectors of the government.

Today, Pakistan is at a critical phase of its political, economic and social development. In 2013, the country witnessed the first smooth democratic transfer of power from one government to another. Similarly, since 2013, the country has witnessed a rapid infrastructure development. This is reflected in the on-going country wide projects which include highways, flyovers, airports and etc. However, the progress is often mired in allegations of corruption which are further exacerbated due to lack of transparency and accountability.

At the same time, there is also a silver lining of hope. Few studies conducted recently confirm the reduction of corruption in Pakistan. For instance, Pakistan has improved its ranking by nine positions on the Transparency International's Corruption Perception Index 2016. According to the CPI, Pakistan's score has increased from 30 to 32 points, as compared to 2015. However, corruption is still perceived as a major problem when it comes to a day to day life of a common citizen.

A recent survey conducted by Free and Fair Election Network (Fafen) reveals that as many as 64 percent of Pakistanis believe that certain level of corruption prevails in government departments. If we break this perception down on provincials levels, the survey indicates about 82pc of respondents in Balochistan, 74pc in Sindh, 72pc in Islamabad Capital Territory, 68pc in Punjab, 52pc in Khyber Pakhtunkhwa and 8pc in Fata said that they believed corruption prevailed in government department[2]s.

These findings are in sync with TI Pakistan's analysis which shows that government institutions are more corrupt than private institutions[3]. Similarly, the information collected at TI Pakistan's flagship program namely Advocacy and Legal Advice Centre (ALAC), a centre which provides free legal advice to victims and witnesses of corruption on how to seek an effective redress for their complaints, provides a useful data to get an insight into corruption in various government departments in Pakistan. The data points out education, health, police and land and property as the sectors majorly plagued by corruption in Pakistan (ALAC Database).

In addition, TI Pakistan in 2015 conducted a Youth Integrity Survey to gauge the perceptions held by the Pakistani youth regarding the integrity of different service providers in Pakistan. 62 percent of the respondents believed that the state of the services provided by the police department were bad. Similarly, 53% percent believed

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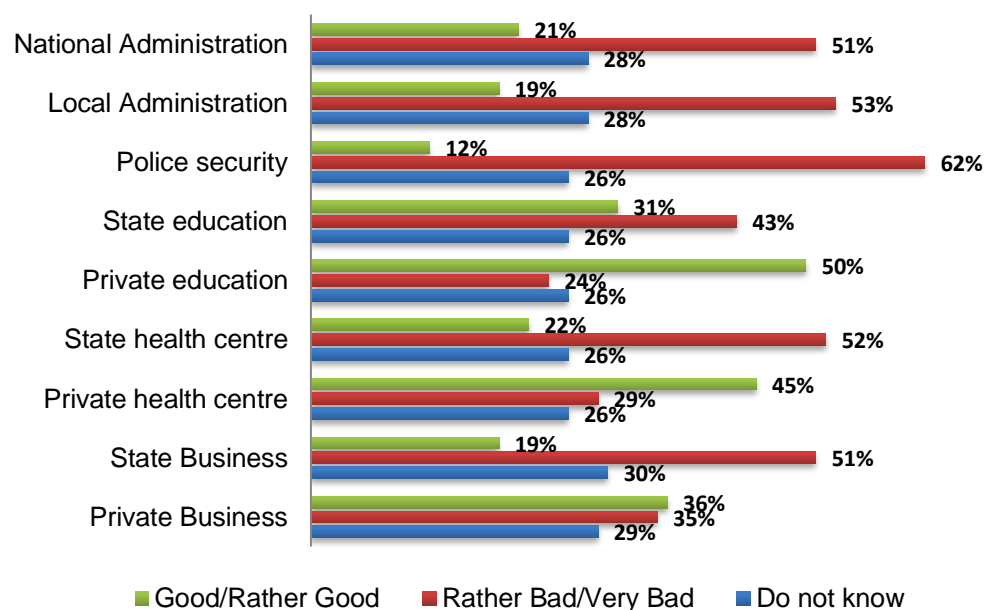[1] Transparency International: https://www.transparency.org/

[2] Fafen, Perception of of Corruption in Government Institutions, May 2016: http://fafen.org/wp-content/uploads/2016/05/FAFEN-Survey-Report-on-Perception-of-Corruption.pdf

[3] NCPS, 2010

that the level of integrity in the local administration is bad. Figure 1 indicates youth opinions of the level of integrity in different sectors[4].

FIGURE 1: Youth's opinion on the level of integrity in different sectors

National Administration: Good/Rather Good 21%, Rather Bad/Very Bad 51%, Do not know 28%

Local Administration: Good/Rather Good 19%, Rather Bad/Very Bad 53%, Do not know 28%

Police security: Good/Rather Good 12%, Rather Bad/Very Bad 62%, Do not know 26%

State education: Good/Rather Good 31%, Rather Bad/Very Bad 43%, Do not know 26%

Private education: Good/Rather Good 50%, Rather Bad/Very Bad 24%, Do not know 26%

State health centre: Good/Rather Good 22%, Rather Bad/Very Bad 52%, Do not know 26%

Private health centre: Good/Rather Good 45%, Rather Bad/Very Bad 29%, Do not know 26%

State Business: Good/Rather Good 19%, Rather Bad/Very Bad 51%, Do not know 30%

Private Business: Good/Rather Good 36%, Rather Bad/Very Bad 35%, Do not know 29%

■ Good/Rather Good   ■ Rather Bad/Very Bad   ■ Do not know

On the other hand, the Right to Information laws have not been yet implemented in one province namely Balochistan and at the federal level. In addition to that, the absence of whistle-blower protection laws exposes the witnesses thereby, discouraging the practice of crime reporting and creating further hindrance in the restoration of justice. The institutions responsible for addressing corruption are heavily politicized. Furthermore, fraud escalation has also been attributed to the certain level of immunity enjoyed by the local elite and the use of bribery by such law breakers to turn things in their favour.

Although, some steps have been taken to curb corruption, such as the adoption of Khyber Pakhtunkhwa Right to Information Act 2013 and the Punjab Transparency and Right to Information Act 2013, adoption of Whistle blowers protection law in KPK province; we have seen the use of right to information legislation by several individuals. In terms of processes and systems, an Information Commission and an online website system have also been established in both KPK and Punjab. However, broadly the effective enforcement and implementation of these laws for attainment of citizens' fundamental right remains weak.

TI Pakistan carried out its assessment of the existing social context in Pakistan for the anti-corruption work to gauge views of its stakeholders. The results shown in figure 2 highlight that in the current socio-political context, though anti-corruption has gained momentum and a priority on the agenda of various political parties in Pakistan, but the institutions responsible for addressing corruption are far from strengthened. It has also been observed that much of the general public is unaware of the existence/emergence of laws such as a right to gain information from the government departments or in many cases unaware of the procedures of registering their applications. Therefore, TI Pakistan believes it is important to embark upon a strong strategy working towards building awareness regarding the proper implementation of the RTI Laws in Pakistan within the given socio-political context.

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[4] Transparency International Pakistan, Youth Integrity Survey 2015:
http://www.transparency.org.pk/documents/yip_report15.pdf

FIGURE 2: Rating based on improvement
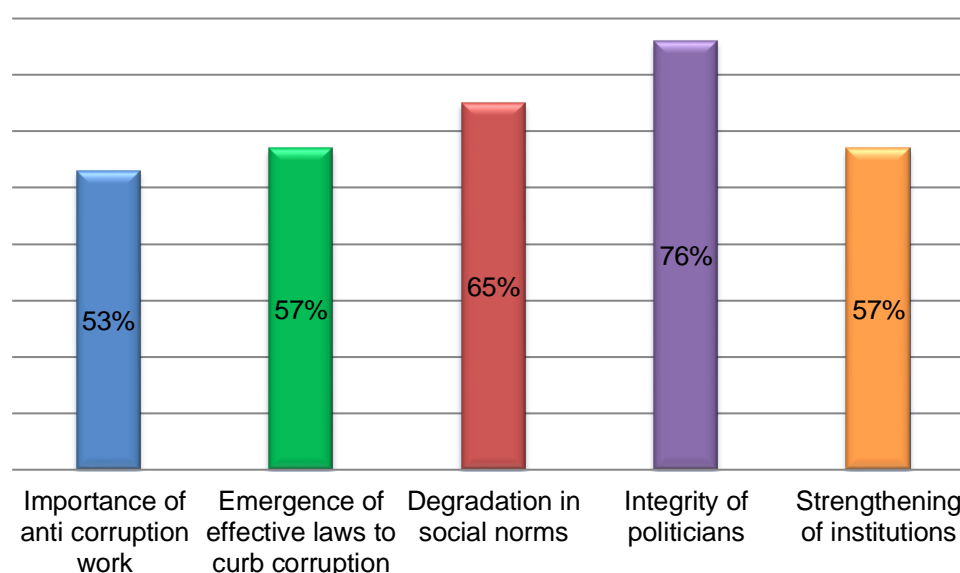
4.0 LOOKING BACK

Activities and Impact To-Date

When more than a decade ago, Transparency International Pakistan embarked on its mission to undertake the challenge of combating corruption and to make Pakistan a better state for all, the context was completely different in Pakistan. Back then, a gloomy picture of corruption trends existed in Pakistan. The earlier corruption perception indices by Transparency International highlight that Pakistan's score has always been within the danger zone, revealing a consistent poor performance on the CPI rankings. Between 1999 to 2007, the average size of the shadow economy was 35.7% of official GDP and Pakistan ranked at 94th out of 162 countries, which means, 29.4 million people or 60% of the people work in the shadow economy, broadly defined as "income derived by economic activities that circumvent government regulation and taxation"[5].

This was also the time when corruption was far from being a public concern. Though it was as pervasive as it is today but given the fear of reprisal from the government, only a handful of civil society activists dared to speak against corruption. TI Pakistan was the only civil society organization in the early 2000s to come out with corruption reports during the military dictatorship of General Pervaiz Musharraf. Albeit, the context has since then drastically changed but TI Pakistan has a significant contribution in that.

Reflecting on the past decade through internal consultation and analysis, TI Pakistan has established itself as a reputable and credible organization that has been successful in leveraging effective anti-corruption measures, programs and services across Pakistan. TI Pakistan have endeavoured to tackle challenges in the face of a hostile state bureaucracy, and yet never ceased to play the role as a corruption watchdog. Our initiatives have produced impacts that have been injected across multiple levels of society, including the state, judiciary, businesses and civil society.

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[5] Fredrich Schneider, 2012, The Shadow Economy and Work in the Shadow: What Do We (Not) Know?, IZA Discussion Paper No. 6423

Amongst TI Pakistan's many achievements, Transparency International Pakistan's extensive movement has led to the endorsement of improved legislations to promote transparency, accountability and good governance within public sector institutions. TI Pakistan have implemented a monitoring system for public contracting processes as well as fraud detection mechanisms for local and internationally funded projects, which have proven to be successful. TI Pakistan's efforts have not only resulted in the restoration of misused funds and cancellation of illegal contracts, but have generated internal and external pressure on members of the public and private sector community to exercise caution in their dealings. Transparency International Pakistan has further developed coalitions and participatory programs to raise awareness about corruption across multiple spheres. In addition to providing free legal advice to citizens through our Advocacy Legal Advice Centre, TI Pakistan has made efforts to transfer our technical expertise to citizens, to empower them and to equip them with basic tools needed to tackle corruption with their own hands.

The summary of our impact at different levels is provided below.

A SNAPSHOT OF TI PAKISTAN'S IMPACT

FIGHTING FOR INFORMATION FOR ALL

ENHANCED ENFORCEMENT

VOICE OF PEOPLE

EMPOWERED COMMUNITIES

- CORRUPTION AT THE CENTRE OF POLITICAL DEBATE
- PROCUREMENT RULES ADOPTED
- MOUs SIGNED WITH PUBLIC &

RTI & WHISTLE BLOWERS PROTECTION LAWS

POOR GOVERNANC

ASSESSMENT OF PAKISTAN'S NATIONAL ACCOUNTABILITY BUREAU

NATIONAL INTEGRITY SYSTEM ASSESMENT REPORT

TI IMPACT MATRIX

POLICY & INSTITUTIONAL CHANGE
Governmental Institutions · Political Parties · Businesses

IMPROVED ENFORCEMENT OF POLICIES

POLICY ADOPTION AND AMENDMENT

BETTER INSTITUTIONAL PROCESSES

BEHAVIOUR CHANGE
People · Communities · Civil Society Organisations

ANTI-CORRUPTION ACTIVISM

COMMUNITY ACTION

SEEKING REDRESS AGAINST CORRUPTION

AWARENESS

OUTREACH

OUTREACH AND AWARENESS

ALAC Pakistan

MOBILE ALAC

REACHING OUT TO YOUTH

TIMELINE OF OUR ACHIEVEMENTS

2005-2007	2008-2010	2011-2013	2014-2016

2005-2007

- Accreditation of TI Pakistan
- Implementation of Youth in Governance Program
- Implementation of Childs View of Corruption Program
- Capacity Building & Training of Public Procurement Agencies
- Collaboration with CSOs, CBOs
- United Nations Convention against Corruption (UNCAC) Ratified
  Publications of NCPS
- Establishment of Complaint Centre in North Nazimabad Town
- Observer Status in WB $176 million loan to SIDA
- MOU signed with:
  - Ministry if Irrigation, Government of Sindh
  - Central Board of Revenue
  - Pakistan International Airlines
  - Trading Corporation of Pakistan (TCP)
  - Port Qasim Authority
  - National Bank of Pakistan

2008-2010

- Establishment of Advocacy legal Advisor Centre (ALAC)
- E-Complaint Centre in collaboration with Rawalpindi Government
- TI Pakistan nominated on SPPRA Board
- Report Cards Study-FTO
- Sindh Public Procurement Rules
- Punjab Procurement Rules
- Public Procurement Monitoring
- Supreme Court takes Suo Moto Action on information forwarded
- Publication of NCPS
- Observer status in Pakistan Steel Mills procurement & sales process
- MOU signed with:
  - Trade Development Authority of Pakistan
  - State Life Insurance Corporation
  - Pakistan State Oil Company Limited
  - Commissioner Multan
- Launch of USAID Anti-Fraud Hotline
  - 12,000 complaint calls received in first year

2011-2013

- Public Procurement Monitoring.
- Supreme Court takes Suo Moto Action on information forwarded;SC orders NAB to indict all responsible in Rs5bn NICL Corruption case on TI Pakistan complaint
- NAB awards certificate of recognition of efforts in the fight against corruption
- Government of Pak seeks Technical Audit report on Nandipur Project
- Punjab govt. sought TI Pakistan recommendations on amendment of procurement rules for Consultants
- Anti-Fraud Hotline recognized as the most Innovative Project of USAID
- Women empowered in two villages to open dysfunctional schools
- Implementation of Karachi Building Controlling Authority bye-laws
- Research conducted on National Integrity System Context Analysis; Publication of NCPS
- **ALAC Advocacy** launched: Mobile 'Advocacy Legal Advice Centre' Service; 'Say No To Corruption' campaigns in Punjab and Baluchistan with **Street Theatres** across Punjab; 'Property Law Awareness' in Sindh & 'How to Write a Complaint' training sessions across Pakistan
- MOU signed with SRB, SSGC, PCP, BISP,LDA, OGDCL, NADRA,PGBF

2014-2016

- Research conducted on National Integrity System Context Analysis
- Publication of NICSA report
- National Accountability Bureau (NAB) and TI Pakistan joined hands on "Zero Tolerance 100% Development"
- TI Pakistan joined hands with TI Cambodia for Youth Movement For Transparency
- Adviser TI Pakistan appointed as Honaray Consultant to Prime Minister Inspection Commission by Government of Pakistan
- MOU Signed with:
  - Sindh Solid Waste Management board (SSWMB) to assist to comply to SPPRA Rules
  - Governor Sindh to establish Citizen's Corruption Liaison Committee
- DG NAB Karachi awarded TI Pakistan National Integrity Award 2016 for efforts to curb corruption in Sindh province
- Anti-Fraud Hotline marks the completion of six years of successful operation
- **ALAC Advocacy** launched: Mobile ALAC Camps, Right to Information & Whistleblower Protection workshops, "Say No To Corruption" campaigns across Pakistan & Citizen Report Card study.

LOOKING AHEAD

Looking ahead, there are opportunities arising that TI Pakistan must tap into for us to achieve our vision. Transparency International Pakistan needs to broaden its outreach while paying close attention to developing ties with the private sector. The process of building a multi-disciplinary and inclusive network can enable us to reach out to new audiences, bring anti-corruption onto the public agenda and generate pressure for public accountability and transparency. At the same time, TI Pakistan needs to steer our work towards streamlining existing and future projects to deliver more efficient and sustainable outcomes. However, the environment for implementing anti-corruption initiatives appears to be risky with new threats emerging. A summary of TI Pakistan findings is displayed in the section on SWOT.

4.0 Vision, Mission & Guiding Principles

The following are TI Pakistan's vision and mission, which have been analysed below keeping in view the basic parameters for crafting a vision and mission. Additionally, these have been reviewed in light of their relevance to the overall TI Pakistan vision and objectives.

TI Pakistan Vision
Transparency International Pakistan has a Vision of Pakistan in which government, politics, business, civil society and the daily lives of the people shall be free from corruption.

TI Pakistan Mission
Our Mission is to catalyse and strengthen a participatory social movement to promote and develop institutions, laws and practices for combating corruption in Pakistan and establishing an efficient and transparent system of governance, politics and business.

Guiding Principles:

1. We commit ourselves to working individually and collectively with all stakeholders to catalyse and strengthen a social movement for a Pakistan in which government, politics, business, civil society and the daily lives of the people would be free of corruption.

2. We hate and condemn corruption and bribery, and undertake to refrain from the same. We also commit to fight corruption vigorously and courageously wherever it has been reliably identified. We do so without any fear or favour.

3. We undertake to be open, honest and accountable in our relationships with everyone we work with and with each other in TI Pakistan and beyond. We endeavour to our fullest capacity to perform our duties and fulfil our commitments honestly, faithfully and efficiently.

4. We are committed to be politically non-partisan, and fully independent in our judgment and approach.

5. We have highest regards and commitment to core values of democracy, pluralism, fundamental human rights, justice, and rule of law. We firmly believe that corruption and bribery erode these values – weaken democracy and democratic institutions; deprive citizens of basic human rights; breed injustice; undermine rule of law; increases poverty and social conflict. Corruption and bribery also undermine economic development; distorts market and fair competition, increases exploitation; prevents good governance, accountability and transparency; and creates social and political instability and insecurity. It is our moral as well as professional commitment and responsibility to fight corruption.

6. Our struggle is against corruption and its power-base and network. We do not take priori position for or against any particular institution private or public - be that government or any department thereof. We want to, and we will help and strengthen government and other efforts to establish a corruption free society. Our goal is to expand the anti-corruption constituency in Pakistan and to serve the interest of everyone who wants to see a corruption- free Pakistan.

7. We strive to take positions that are based on sound, objective, dispassionate and fully professional analysis and high and sound standards of research.

8. We commit to providing accurate and timely reports of our activities to our stakeholders provide freest possible public access to whatever information we have through our reports, publications and other forms of communication including our website.

9. In our personnel and recruitment policies we will strive for balanced and diverse representation of everyone and every sections of the society irrespective of age, gender, faith and identity.

10. We will accept only such funding that does not in any manner compromise our ability to address issues freely, independently, thoroughly and objectively free from any form of interference or influence.

5.0 SWOT

The following table summarizes Transparency International Pakistan's strengths, weaknesses, opportunities and threats.

| STRENGTHS	WEAKNESSES
- Credible board - Influential and reputable organization on its own accord - High-end expertise in: - Monitoring public contracting processes - Planning and implementing complaints reporting and management systems - Anti-corruption laws, tools and standards - Providing legal advice and advocacy services - Implementing youth participatory programmes - Strong programmatic objectives - Active participation in identifying corruption/ fraud - Strong web of fraud detection mechanism	- Limited interaction with private sector - Limited outreach due to capacity restraint - Narrow funding base - Limited presence on social media - Limited capacity to mobilize citizen involvement due to financial constraints - Needs improvement on organizational development - More project based staff than permanent – weak ownership of strategic goals.
OPPORTUNITIES	THREATS
- Bringing anti-corruption onto the public agenda through strong support from local and international media - With growing awareness and demand for anti-corruption measures, streamline and launch new projects through potential funding by international donors - Expanding services to victims of corruption (for instance through Mobile ALAC) - Post-Elections 2013 scenario - Increased organizational coverage due to taking up of cases by the Supreme Court through TI PAKISTAN's intervention.	- Changing priorities of donor community - Threats by the Government and other agencies - Limited fund base - Lack of political will

6.0   PEST ANALYSIS

| POLITICAL	ECONOMIC
• Lack of political will to fight corruption • Political Instability • Lack of Public trust in political system/political parties • Impunity for corrupt officials • Widespread corruption in public and private sector • Lack of accountability • Institutions not adequately empowered due to political interference in administrative affairs • Absence of effective anti-corruption laws • Inadequate number of CSOs carrying advocacy on anti-corruption • Shrinking space for civil society activists and organizations	• Economic crisis • Lack of Anti-bribery principles practiced by private business organizations • Declining donor support to governance related and anti-corruption projects due to global recession • Widespread corruption in development sector • Misuse of development funds by NGOs • Pakistan is on the priority list of economic assistance from the international donors; however, no mechanism is in place to ensure transparency in the funds
SOCIAL	TECHNOLOGICAL
• Degradation in social norms • Lack of Integrity of politicians and political parties • Importance of anti-corruption work increasing • Corruption at the center of a political debate • Emergence of effective laws to curb corruption • Informed and active citizens raising voice against corruption and corrupt practices without fear of retribution • Lots of new areas to work: Money Laundering, Extortion and etc.	• Increasing use of social networking sites to raise awareness about anti-corruption • Increased access to internet especially in rural areas of Pakistan • Lack of technological adoption at the state level

7.0 Stakeholder Analysis

For the purpose of the Strategic Plan 2017 – 2020, TI Pakistan conducted a Stakeholders Survey through a standard questionnaire. The stakeholders' survey was administered to individuals and institutions by TI Pakistan in 2016. The stakeholder's survey elicited responses from individuals as well as CSO partners. Stakeholders included Board of Trustees, Members, Staff, Donors, and Civil Society partners.

General analysis was derived and the key highlights are presented below:

Political/Economic trends affecting Pakistan: Political/Economic trends affecting Pakistan which need attention which were quoted important by most of the institutions and individuals included Extremism/Terrorism, Political Crisis, and Lack of Political will to fight Corruption. While reduction in aid was marked as the least important

Trend	Percentage
Reduction in aid	6%
Lack of political will to fight corruption	48%
Political Crisis	51%
Extremism/Terrorism	67%
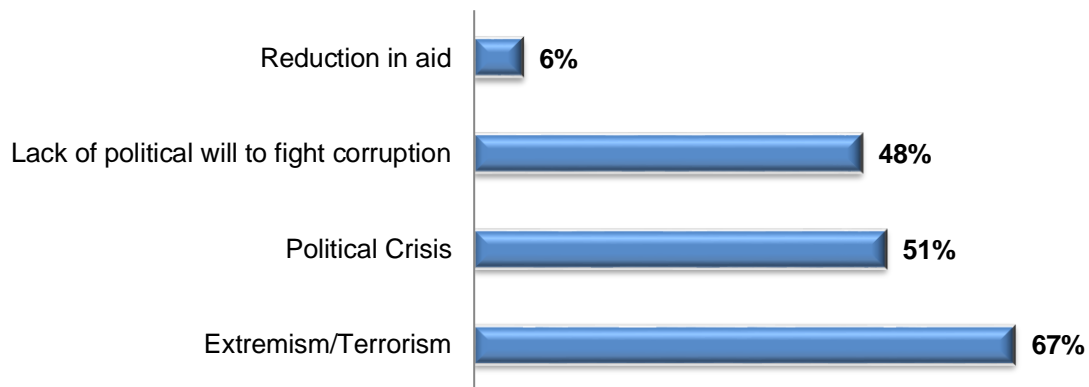
Issues of Pakistan which require attention: Nepotism/Lack of Merit, Grand Corruption, Embezzlement of public funds, and Tax evasion were rated as the key issues of Pakistan which require attention. While Human and Drugs Trafficking and Electoral Fraud were rated low in importance of requiring attention within Pakistan.

Issue	Percentage
Electoral Fraud	24%
Human Drugs Trafficking	24%
Tax Evasion	51%
Embezzlement of Public Funds	64%
Grand Corruption	64%
Nepotism/Lack of Merit	54%
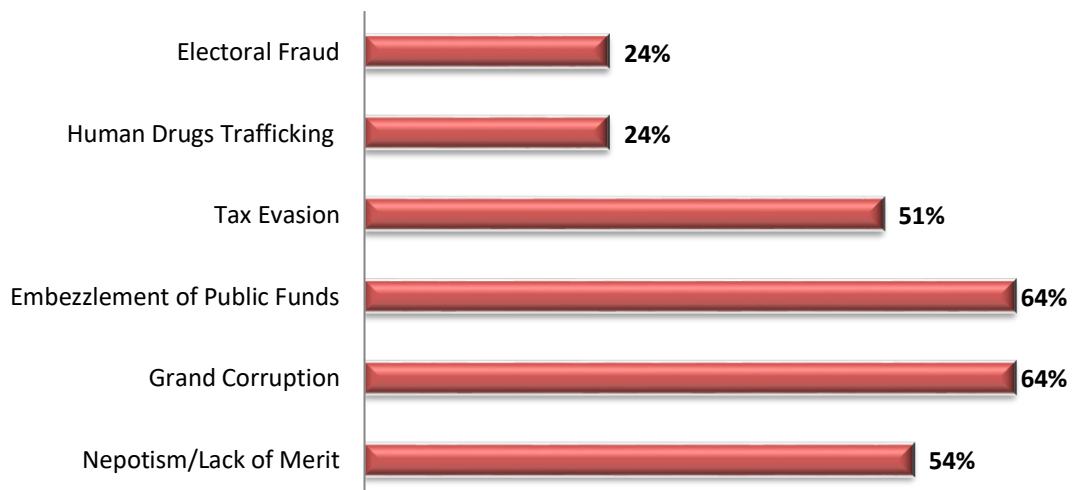
Initiatives to Tackle Corruption: Amongst the 12 initiatives suggested in the questionnaire, Promoting the passage of national laws and public policies to fight corruption, Promoting effective official national anti-corruption agencies, Monitoring transparency in public affairs/public spending were on the priority list followed by promoting freedom for the media and citizens to highlight and report corruption, without fear of retribution, and promoting integrity in the private sector.

Initiative	Percentage
promoting integrity in the private sector	33%
promoting freedom for the media and citizens to highlight and report corruption, without fear of retribution	45%
Monitoring transparency in public affairs/public spending	57%
Promoting effective official national anti-corruption agencies	48%
Promoting the passage of national laws and public policies to fight corruption	54%

- **TI Pakistan Progress:** This particular question was posed to the individuals including board members, TI Pakistan members and its staff. The individual respondents felt that areas in which there is considerable progress at TI Pakistan are Anti-corruption knowledge and expertise, Effective Coordination Around Agreed Strategic Priorities, Strategic Leadership by the Board, Establishment of Strategic Partnerships, Strategic / Systematic Advocacy followed by Participation in regional / multi-country initiatives.

Area	Percentage
Participation in regional / multi-country initiatives	53%
Strategic / Systematic Advocacy	47%
Establishment of Strategic Partnerships	60%
Strategic Leadership by the Board	53%
Effective Coordination Around Agreed Strategic Priorities	73%
Anti-corruption knowledge and expertise	67%
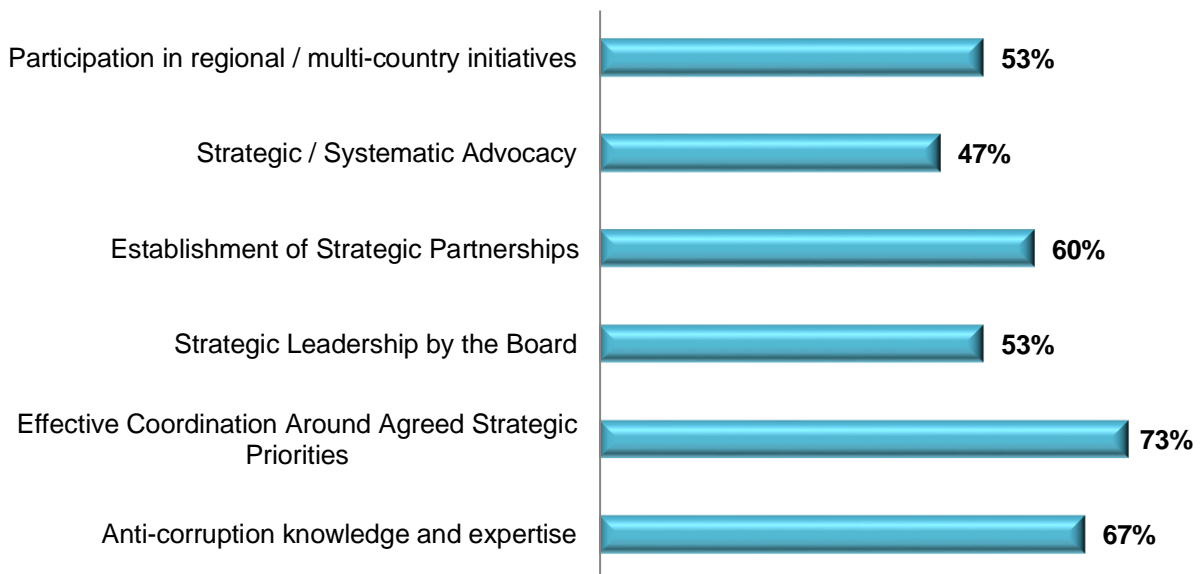
Strategies identified by the Stakeholders for TI Pakistan Strategy 2020:
The strategies are shared below in order of their importance given by the stakeholders.

- Coordinating and leading public mobilization against corruption

- Creating an ethical culture that rejects corruption

- Mainstreaming anti-corruption issues and work into the activities of other influential national and international organizations

- Assisting victims and witnesses of corruption to access effective services

- Promoting the adoption and implementation of international standards of transparency, accountability, and integrity, and monitoring compliance

- Promoting solutions to cross-border and transnational corruption issues

- Promoting measures that reduce impunity

Importance of the Thematic Priorities for TI Pakistan: Suggested Thematic Areas in which TI Pakistan should work by its stakeholders include Police/ Judicial System, Public Contracting, Access to Basic Services were ranked high as priority thematic areas where as Climate Change and Private Sector were ranked low.

Police	Judicial System	Public Procurement	Access to Information	Climate Change	Private Sector
61%	54%	57%	45%	18%	21%
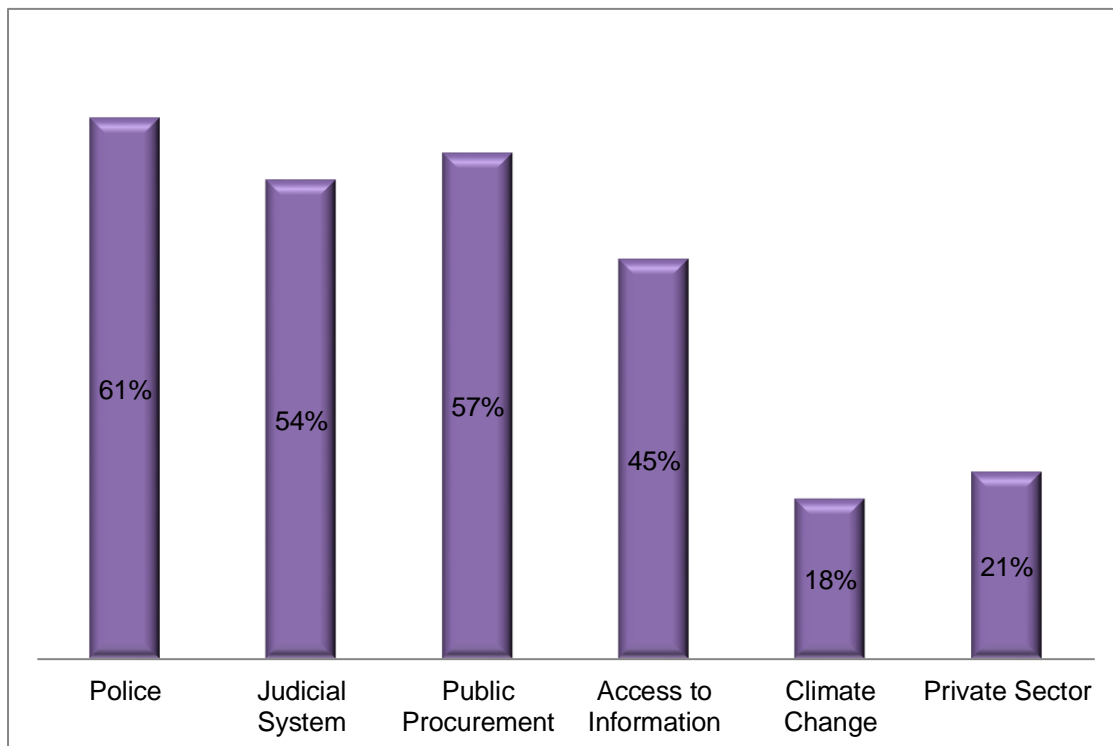
8.0 Strategic Priorities

TI Pakistan has identified four main strategic priorities to focus its work on for the next three years. These are: People, Institutions, Laws and Values. There's a fifth priority of 'Organization' added for our internal consumption to ensure capacity building and sustainability for the organization. Below is a figure that represents how the four priorities are interlinked with each other. On the next page is a detailed analysis of these strategic priorities.
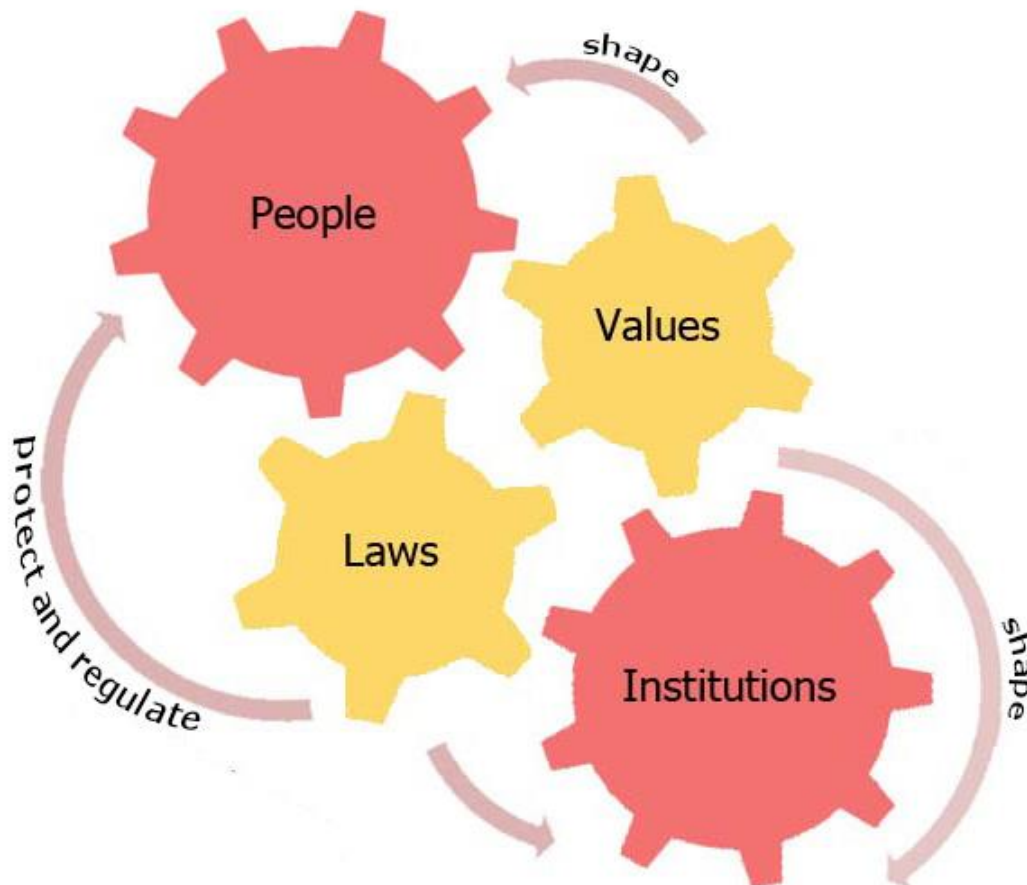

Figure 1: The relationship between TI Pakistan's strategic priorities.

Strategic Priority A:

People uniting and standing up against corruption

TI Pakistan envisions a corruption-free Pakistan where people stand up to corruption, have greater support and security to raise their voices against it in collaboration with local and international organizations in terms of an anti-corruption stance. For this change to ensue, the citizens need to become more sensitive to the manifestations of corruption around them while mobilizing for collective action.

Strategic Priority A: People

People uniting and standing up against corruption

TI Pakistan envisions a corruption-free Pakistan where people stand up to corruption, have greater support and security to raise their voices against it in collaboration with local and international organizations in terms of an anti-corruption stance. For this change to ensue, the citizens need to become more sensitive to the manifestations of corruption around them while mobilizing for collective action. Through different initiatives primarily involving citizens and CSOs, TI Pakistan aims to give every citizen the confidence and ability to demand transparency and to sustain this momentum for years to come. The support and involvement of the people is essential to counter and put an end to the status quo of the corrupt leaders who commit inhuman and unjust acts and to reduce the gap between demand and supply of improved public services.

Citizens' Awareness and enhanced capacities

Partnership with CSOs

Reduce gap between public demand and govt's responsiveness

Empower victims of corruption

People identify, monitor/report corruption in HA operations; Humanitarian agencies address complaints.

Goal

People uniting and standing up against corruption
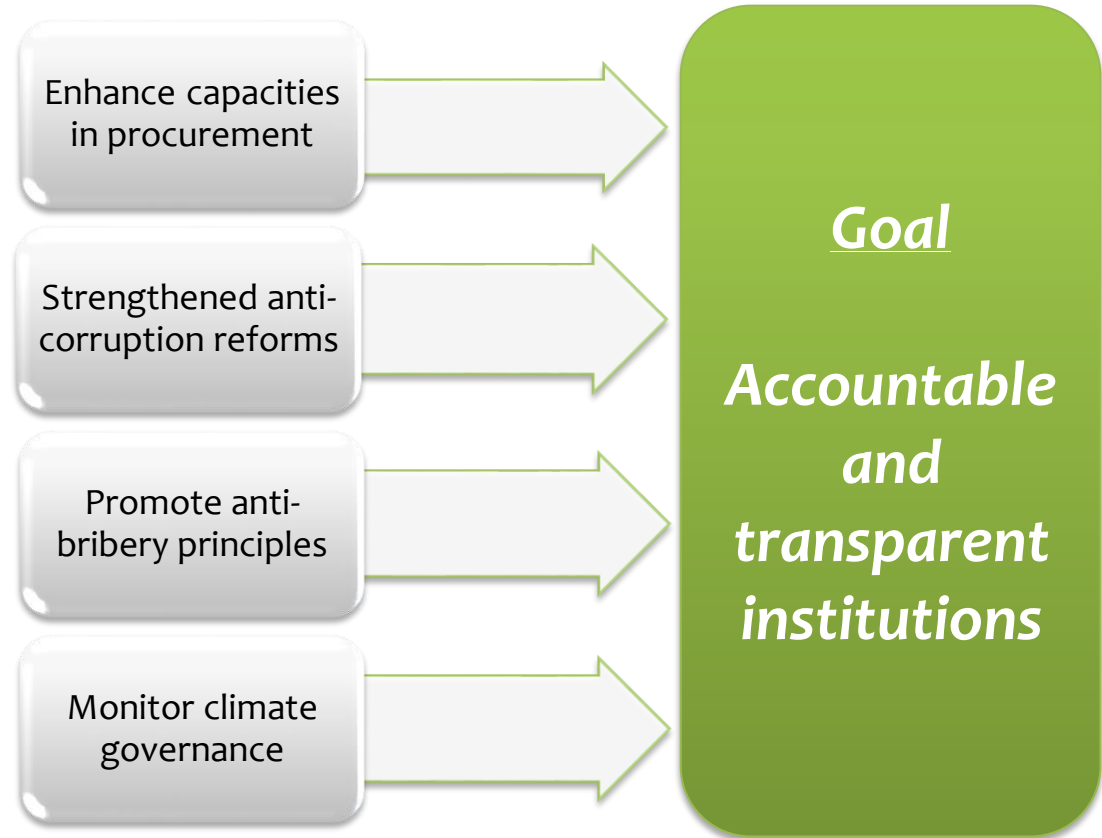
Strategic Priority B:

Accountable and Transparent Institutions

TI Pakistan envisages and advocates for concrete anti-corruption measures and practices to be developed and implemented in businesses and public sector institutions. TI Pakistan sees value in working with these institutions, given their capacity to affect the masses and to generate impacts acrossmultiple spheres by adopting anti-corruption and transparency standards.

Strategic Priority B: Institutions

Accountable and transparent institutions

All public and private sector institutions affect the economic, social and political dynamics of a nation. Today, educational, healthcare and legal institutions are some of the most corrupt institutions in Pakistan and unfortunately those affecting the largest number of citizens. TI Pakistan still has a long road ahead in terms of forming relationships with multi-disciplinary institutions and encouraging them to be transparent. TI Pakistan envisages and advocates for concrete anti-corruption measures and practices to be developed and implemented in businesses and public sector institutions. TI Pakistan sees value in working with these institutions, given their capacity to affect the masses and to generate impacts across multiple spheres by adopting anti-corruption and transparency standards.

Enhance capacities in procurement

Strengthened anti-corruption reforms

Promote anti-bribery principles

Monitor climate governance

Goal

Accountable and transparent institutions

Strategic Priority C:

Awareness, enforcement and advocacy of fair legal frameworks

There are many loopholes in the legal framework and in the enforcement of national laws that discourage citizens and organizations to engage in anti-corruption efforts. Our priority is to advocate against impunity for corruption which, it is hoped, will bring about a more robust and fair judicial framework where there is greater awareness among people, accountability mechanisms are in place and international conventions and laws (both international and local) on corruption are enforced and monitored.

Strategic Priority C: Institutions

Awareness, enforcement and advocacy of fair legal frameworks

Given the existing law and order situation, the need to enforce a robust legal framework is highly imperative to fight corruption in Pakistan. The absences of laws to protect witnesses and citizens who provide useful information to the court have resulted in low conviction rates. There are many loopholes in the legal framework and in the enforcement of national laws that discourage citizens and organizations to engage in anti-corruption efforts. Our priority is to advocate against impunity for corruption which, it is hoped, will bring about a more robust and fair judicial framework where there is greater awareness among people, accountability mechanisms are in place and international conventions and laws (both international and local) on corruption are enforced and monitored. It is imperative to take this step if we ever want to see justice for the people of Pakistan.

Advocacy campaign for anti-corruption reforms

Compliance with UNCAC and other reforms

Strengthen FOI and Whistle blower protection laws

Goal

Awareness, enforcement and advocacy of fair legal frameworks
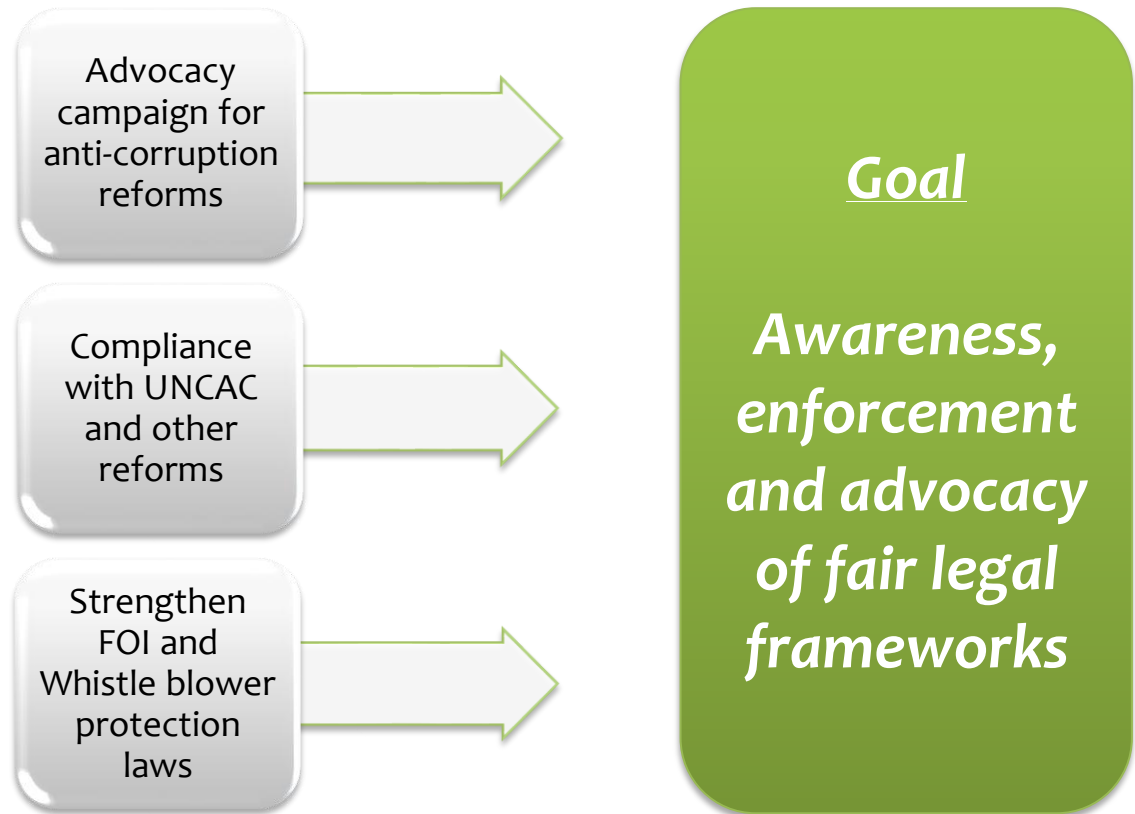
Strategic Priority D:

## Justice, rule of law, transparency, accountability, integrity and impartiality

We want to equip our youth and leaders with the values of Justice, Rule of law, Transparency, Accountability, Integrity and Impartiality. and instil a commitment to ethics in them, so that they have the motivation and courage to resist corruption and are able to implement anti-corruption values in their conduct. This is a step towards achieving a progressive and strong Pakistani nation.

Strategic Priority 4: Values

Justice, rule of law, transparency, accountability, integrity and impartiality

People, institutions and the laws of every state are driven by values. We believe that promoting justice, rule of law, transparency, accountability, integrity and impartiality will help achieve our objectives.

We want to equip our youth and leaders with these values and instil a commitment to ethics in them, so that they have the motivation and courage to resist corruption and are able to implement anti-corruption values in their conduct. This is a step towards achieving a progressive and strong Pakistani nation.

Disseminate core values

Motivate youth to promote integrity

Goal

Justice, rule of law, transparency, accountability, integrity and impartiality
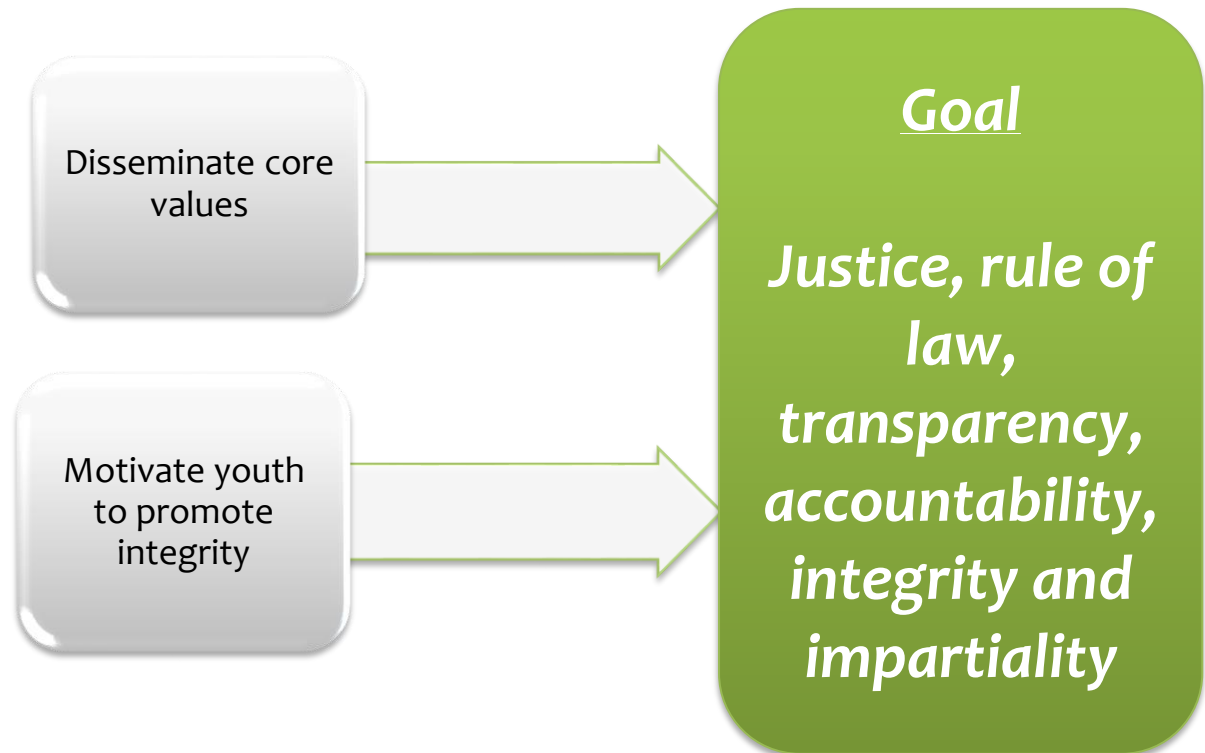
Strategic Priority 5: Organization

Development of internal capacities and structures, and ensuring long-term sustainability

TI Pakistan needs to build its internal capacity including communication strategy in place in order to undertake the objectives and resulting activities set out in this plan. Improving and enhancing the capacity in terms of technology, human resources and financial resources will ensure that the need for both short- and long-term sustainability of the organization is fulfilled.

Enhance systems and capacities of TI Pakistan

Goal

Development of internal capacities and structures, and ensuring long-term sustainability
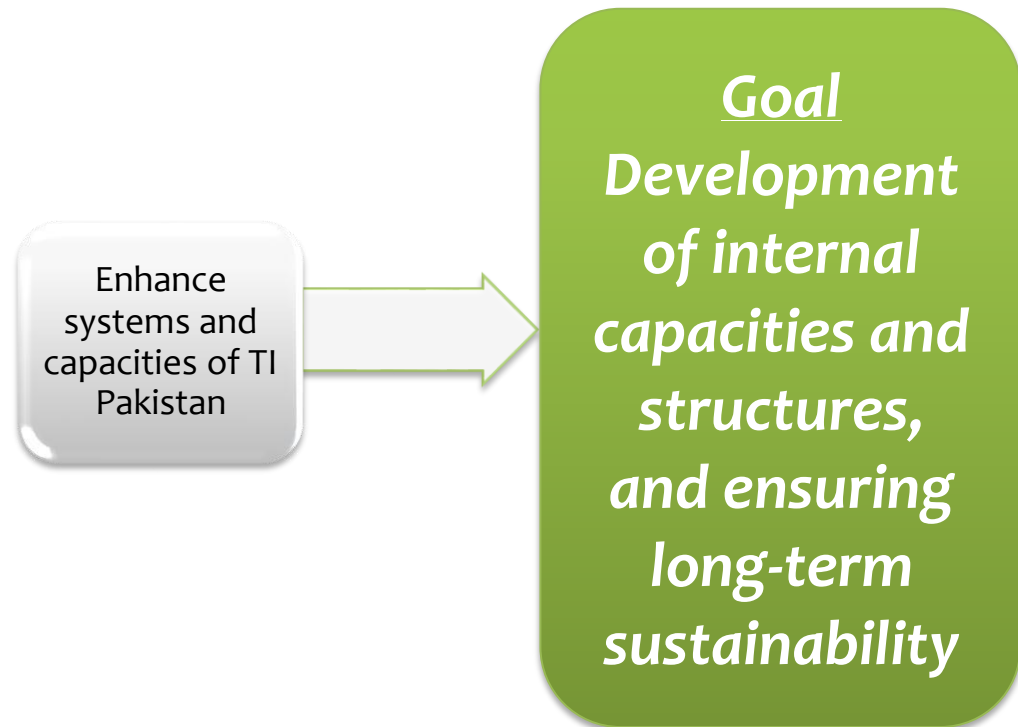
9.0 Action Plan - Strategic Priorities, Objectives, Goals & Activities

Strategic Priority A: People

People uniting and standing up against corruption

Context: *Over the past decade it has become increasingly clear that greater and sustained progress in stopping corruption will depend on widespread public engagement and pressure. Such engagement will reinforce the demand for solid institutions and provide a strong mandate for political leadership to succeed in their commitments. Therefore, a common focus of our movement over the next five years will be to increase significantly the number of people and organizations involved in stopping corruption and promoting transparency, accountability and integrity around the world, as well as supporting them in their work against corruption.*

Goal 1: Citizens become more aware of their rights and reject corruption.

Objective 1.1: Strengthened capacities of selected disadvantaged groups to negotiate their demands and exercise their right to oversee and participate in decisions affecting their lives, from policy, budget to implementation

Activities	Target Group	Results	Time Frame
1.1.1. Conduct advocacy and outreach activities, such as workshops, seminars, street theatres, etc.	NGOs, Social Mobilizers, Community Leaders, General Public	• Increased awareness regarding corruption related issues; • Increased working capacity of the target group	2017 – 2020
1.1.2. Meet with elected representatives, decision and policy-makers informing them of TI Pakistan work towards this objective.	Elected Members of the National and Provincial Assembly and Senators	• Increased awareness regarding corruption related issues; • Policy makers Influenced for systemic changes	2018
1.1.3. Facilitate meetings between elected representatives and the community.	CSOs, CBOs, Parliamentarians	• Interaction increased between citizens and elected representatives • Increased sense of accountability • Collaborations between elected representative and citizens formed	2017 – 2020
1.1.4. Mobilize communities by forming groups from within the communities in selected localities.	CSOs, CBOs, Communities	• Citizens' coalition against corruption at community level formed • Sense of ownership and self-activism established; • Increased citizens' mobilization pursuing their complaints against corruption	2017

Objective 1.2: Partnership with selected CSOs promoted to disseminate message to people at grass root level. Across Pakistan

Activities	Target Group	Results	Time Frame
1.2.1. Identify and select and collaborate with CSOs, and define their scope of work within the selected community.	CSOs, CBOs, and Communities	• Effective network among CSOs, CBOs, and Communities formed • Effectiveness in the working of CSOs and CBOs achieved	2017 – 2020
1.2.2. Design capacity building programs for CSOs staff and community, centred on citizen's rights (train CSOs in corruption monitoring, advocacy, and grievance and redressal of the participants;	CSOs, CBOs, and Communities	• Increased awareness regarding citizens' rights and responsibilities • Increased working capacity of CSOs, CBOs and communities	2018-2019

Objective 1.3: Reduce the gap between public demand for the improved delivery of public services and the responsiveness of local authorities and public representatives.

Activities	Target Group	Results	Time Frame
1.3.1. Setting up complaint centres – to address grievance and complaints regarding service delivery.	General Public	• Citizens' complaints will start being addressed • Systemic changes in public policies	2018-2020
1.3.2. Establish a forum where citizens are able to openly interact with elected representatives for complaints, queries, and grievances.	General Public	• Increased interaction between citizens and elected representatives • Elected representative become accountable • Citizens' complaints will start being addressed	2018-2019

Objective 1.4: Victims and witnesses of corruption empowered to address their grievances.

Activities	Target Group	Results	Time Frame
1.4.1. Establishing nationwide hotline –with database capability - to receive complaints.	General Public	• Nationwide hotline operational • Database developed	2017 – 2020
1.4.2. Develop process and protocols for complaint handling and addressing.	TI-Pakistan Staff	• A comprehensive corruption related database formed • Victims and witnesses of corruption receive free legal advice • Advocacy at citizens' level • Increased awareness regarding corruption	2017 – 2020

	Target Group	Results	Time Frame
1.4.3. Improve staff capacity for handling hotline system	TI-Pakistan Staff	• Effective and efficient process implementation	2017 – 2020

Objective 1.5: a) Humanitarian aid integrity promoted:
Affected populations are able to effectively identify, deter and address corruption in Humanitarian operations.

Activities	Target Group	Results	Time Frame
1.5.1. Conduct capacity building sessions for community leaders, affected populations and members of relief committees on corruption risks, mitigation measures and reporting mechanisms.	Community	• Affected population understanding of corruption related issues increased	2017-2020
1.5.2. Train social auditors to monitor the delivery of aid and basic services at the grassroots level.	Social Mobilizers, Teachers, Local representatives, Graduate students (if available)	• Increased rate of transparency in aid delivery • Increased number of social auditors trained • Increased working capacity of social auditors	2017-2020
1.5.3. Develop process and protocols for complaint handling and addressing.	TI-Pakistan's staff, HA agencies	• Effective implementation of complaint handing mechanism • Increase in number of complaints redressed	2017 – 2020
1.5.4. Document and support people led anti-corruption actions against corruption in humanitarian aid.	NGOs, Social Mobilizers, Community Leaders, Relief Activists, HA Agencies	• People's efforts to report corruption gain momentum • Increased number of people who can make an effective complaint	2018 – 2020

Objective 1.5: b) Humanitarian aid implementing agencies act upon complaint received from affected populations.

Activities	Target Group	Results	Time Frame
1.5.5. Develop national anti- corruption hotline for victims and witnesses of corruption in humanitarian aid.	NGOs/Organizations involved in providing humanitarian aid, Watchdogs like TI-Pakistan	• Relief processes become more transparent • Accountability and control enhanced • Increased level of trust of the donor agencies l	2017 – 2020
1.5.6. Monitor and follow up progress on complaint submitted to humanitarian aid organizations.	Watchdogs like TI-Pakistan, Community Leaders, Relief Activists	• Timely resolution of complaints • Relief efforts become more transparent	2018 – 2020

1.5.7. Promote the utilization and resolution of complaints received by humanitarian aid organizations and identify policy and incentives changes necessary.	Watchdogs like TI-Pakistan, NGOs/Organizations involved in providing humanitarian aid, Govt. Officials	• Systemic changes in policies and procedures • Increased awareness for better service delivery	2018 – 2020

Objective 1.5: c) Affected populations exercise their right to information and to monitor and report corruption in humanitarian aid programmes in their community.

Activities	Target Group	Results	Time Frame
1.5.8. Advocate for a minimum standard of information (content and format) to be made available by humanitarian aid organizations and state actors to affected populations.	Community Leaders, Social Activists, NGOs, HA agencies	• HA agencies become more transparent • Affected population understand corruption risks	2018 – 2020
1.5.9. Support and relay findings of community monitoring groups and social audits of humanitarian aid conducted at the grassroots level.	Media Representatives, NGOs/Organizations involved in providing humanitarian aid, Donors Agencies	• Increased transparency and accountability in the process of delivering aid	2018 – 2020
1.5.10. Publish and disseminate good practices and success stories.	Media, NGOs/Organizations, Watchdogs, Community Leaders, Donors,	• Increased awareness regarding good practices	2018

Strategic Priority B: Institutions
Accountable and transparent institutions.

Context: *Leading public and private institutions play an absolutely central role in shaping the way a society responds to both traditional and new and emerging forms of corruption. It will be all but impossible to make substantive progress without engaging effectively with them in our work.*

While leading governmental and business institutions have the potential to influence the way corruption occurs within societies, they are also susceptible to change. Public pressure (Strategic priority 1) can be used to help ensure greater responsiveness. Laws and their effective enforcement (Strategic priority 3) can provide the framework for operations, and value-based leadership can help shape their behaviour.

Goal 2: Selected Public/Private Sector adopts anti-corruption measures in their practices.

Objective 2.1: Enhance capacities in public procurement

Activities	Target Group	Results	Time Frame
2.1.1 Design training programs for institutions for transparent public procurement.	Procuring Agencies, Contractors, Consultants. Regulatory bodies, Watchdogs, Legal Experts	• Decreased violations against PPRA Rules and regulations • Transparency in public procurements	2017
2.1.2 Organize capacity building and training sessions/programs.	Procuring Agencies, Contractors, Consultants. Regulatory Bodies, Watchdogs, Legal Experts	• Decreased violations against PPRA Rules and regulations • Transparency in public procurements	2017-2020
2.1.3 Seek anti-corruption commitment from top level management of the public sector institutions by way of signing MoUs with them.	Public sector Organizations, Public Procurement Regulatory Authority, Relevant Ministries	• Effective implementation of PPRA rules and regulations • Decreased violations against PPRA Rules and regulations • Improved transparency and accountability in public procurement • Effective and timely resolution of corruption related complaints	2017-2020
2.1.4 Advise public sector organizations on compliance of PPRA rules.	Public sector Organizations, Public Procurement Regulatory Authority, Relevant Ministries	• Effective implementation of PPRA rules and regulations • Decreased violation against PPRA Rules and regulations • Improved transparency and	2017-2020

		accountability in public procurement	

Objective 2.2: Strengthened anti-corruption reforms in selected public sector institutions.

Activities	Target Group	Results	Time Frame
2.2.1　Review and update national anti-corruption strategy.	Legislatures, Regulatory bodies, Experts from Public & Private Sector	• Gaps in implementation will be identified. • Areas of improvements identified • Improved level of transparency and accountability	2017
2.2.2　Lobby with government for implementation of the UNCAC (UN Convention).	Legislatures, Regulatory Bodies, Govt. Officials, UN Agencies	• Improved level of transparency and accountability • Increased pressure on Government to implement UNCAC • Increased awareness about UNCAC	2017-2020
2.2.3　Propose/review rules of procurement at federal and provincial levels.	Federal & Provincial Government	• Increased transparency In public procurement • Procurement process improved with more transparency and accountability	2017-2020

Objective 2.3: Anti-Bribery principles introduced and promoted in selected private business organizations

Activities	Target Group	Results	Time Frame
2.3.1　Carry out advocacy through seminars, conferences etc.	Business Organizations and Entrepreneurs	• Increased awareness regarding transparency and accountability in business • Business adopt ethical practices	2017 – 2020
2.3.2　Educate private businesses about the need for no-tolerance for corruption.	Private Companies, Entrepreneurs	• Increased awareness regarding transparency and accountability in business • Business adopt ethical practices	2017 – 2020
2.3.3　Sign MoUs with the interested organizations.	Private Companies	• Increased collaboration with businesses • Increased awareness regarding transparency and accountability in business	2017 – 2020
2.3.4　Facilitate adoption of anti-bribery principles in the organizations, rules and procedures.	Private Companies	• Fight against corruption will be promoted • Capacity of business to adopt transparent procedures enhanced	2018 – 2020

		• Businesses practice transparent processes • Increased awareness regarding transparency, accountability and ethical business practices	

Objective 2.4: Climate governance monitoring: Improve climate finance governance transparency, accountability and integrity and to minimize corruption/fraud risks in climate finance policy development, implementation and monitoring.

Activities	Target Group	Results	Time Frame
2.4.1 National mapping of climate finance policy, decision-making and spending on chains of accountability and financial flows (including carbon offset credit projects).	Environmental Organizations, Regulatory Bodies, Government, Implementing Agencies	• Data generation for further decision and policy making	2018
2.4.2 National assessments of transparency, accountability, integrity and independence of institutions and processes responsible for climate finance spending and income generation (establishment of baseline data for monitoring).	Environmental Organizations, Regulatory Bodies, Government, Implementing Agencies	• Processes identified for transparency, accountability and independence of institutions responsible for climate finance spending • Base line data established	2018-2019
2.4.3 Climate finance governance e-learning is produced in Urdu disseminated.	General Public, Social Media Groups, CSOs, CBOs	• Increased citizen awareness regarding climate finance	2018
2.4.4 National climate governance networks established to promote climate governance learning, to produce mapping and assessments and monitor climate finance governance over time, and to advocate for improved governance.	CSOs, CBOs, Government Implementing Agencies	• Networks establishment to promote climate governance • Collaboration amongst Networks to monitor climate governance • Increased awareness for climate governance	2018-2020
2.4.5 Legal advice centres in Pakistan are equipped to respond through corruption hotline for climate projects.	General Public, CSOs, CBOs	• General public report corruption in climate projects	2018-2020
2.4.6 Objective policy and working papers, news articles and other publicity to demand improved global/national governance.	Print and Social Media	• Increased advocacy for broader reforms and policy change	2018-2020

Strategic Priority C: Law

Awareness, enforcement and advocacy of fair legal frameworks.

Context: *The fight against corruption and impunity depends upon fair and impartial judicial systems for enforcement. Judicial corruption violates human rights, undermines peoples' morale, harms job prospects and diminishes the quality of governance. An enormous amount of work is still needed to further strengthen legislative frameworks at the national level. A key challenge is to ensure laws are enforced effectively, efficiently and equally in all jurisdictions. Having this as a strategic priority will allow us to move substantially beyond a technocratic approach to stopping corruption in the judicial sector – to ensuring that justice fulfils its key function to prevent and punish corruption. Under no circumstance should the law be subsumed to the demands of political or business elites, organized crime or illicit networks.*

Goal 3: Evaluate existing laws, highlight weaknesses, give recommendations, and advocate stricter implementation.

Objective 3.1: Advocacy campaign for anti-corruption reforms in selected sectors carried out.

Activities	Target Group	Results	Time Frame
3.1.1. Design advocacy campaign for implementation of relevant laws/policies especially in selected sectors especially education.	Field Experts. Government	• Increased awareness regarding corruption in selected sectors	2017
3.1.2. Identify advocacy partners and build their capacities.	CSOs, Media, Students, Teachers	• Target group gain more awareness and tools for addressing anti-corruption activities	2017-2018
3.1.3. Carry out media and advocacy campaigns.	General Public	• Increased sensitization of citizens regarding anticorruption reforms	2017-2020
3.1.4. Pursue modification of rules (of respective organizations) to address corruption.	Legislatures, Government, Media, General Public	• Government Department follow rules/law • Affected population report incidents of corruption	2017-2020

Objective 3.2: Compliance with UNCAC, NACS and TI PAKISTAN-introduced changes/reforms monitored and reported:
   a) Carry out gap analysis of implementation of NACS

Activities	Target Group	Results	Time Frame
3.2.1 Organize stakeholders' conferences on implementation of NACS.	Government, Public & Private Sector, CSOs, Media. NAB, Field Experts	• Increased mobilization of stakeholders for the implementation of NACS	2018
3.2.2 Form working groups to gather data from various stakeholders.	Government, Public & Private Sector, CSOs, Media. NAB, Field Experts	• Data gathered for detailed analysis	2018
3.2.3 Analyse and disseminate data and prepare recommendations for specific sectors.	Government, Public & Private Sector, CSOs, Media. NAB, Field Experts	• Gaps identified compared to NACS 2002 • Recommendations developed for NACs 2015	2018

b) Prepare and disseminate shadow report on implementation of UNCAC conventions.

Activities	Target Group	Results	Time Frame
3.2.4 Gather/collect information of steps taken by Govt.	TI-Pakistan, Experts from different Fields, NAB	• Gaps in implementation of UNCAC identified	2017
3.2.5 Prepare shadow reports and disseminate amongst stakeholders.	Government, Media, General Public	• Increased awareness on implementation of UNCAC conventions • Recommendations formulated for Government to comply to UNCAC	2018-2019

c) Carryout national corruption perception surveys (annually).

Activities	Target Group	Results	Time Frame
3.2.6 Review and strengthen NCPS design and methodology.	Federal, Provincial and Local Governments	• NCPS made more effective and goal oriented	2017
3.2.7 Conduct annual surveys – in all provinces and AJK.	Federal, Provincial and Local Governments, General Public	• Perception about the most corrupt sectors identified	2018-2020
3.2.8 Disseminate findings to all stakeholders.	Federal, Provincial and Local Governments , NGOs, Civil Societies, Media	• Increased awareness regarding NCPS achieved • Government takes step to curb corruption in different sectors	2018-2020

d) Gather data/info from supported institutions regarding their compliance with PPR 2004.

	Activities	Target Group	Results	Time Frame
3.2.9	Monitor departmental and PPRA websites, print-media, etc. to spot discrepancies in public procurements and advise respective organizations to rectify, and report to PPRAs/Govt.	Public Procuring agencies, Government, Regulatory Authorities Media	• Decreased rate of violations against PPRA rules	2017-2020
3.2.10	Follow up with respective organizations for remedial measures/corrective action.	Public Procuring agencies, Government, Regulatory Authorities, Media	• Decreased rate of violations against PPRA rules	2017-2020

Objective 3.3: Advocate for passage and strengthening of freedom of information and whistle blower protection law at federal and provincial levels.

	Activities	Target Group	Results	Time Frame
3.3.1	Advocate Government for implementation of RTI Laws	Legislatures, Federal and Provincial Government. Media	• Increased public awareness about RTI laws • Balochistan and Federal Government enacts RTI law	2017-2018
3.3.2	Review existing laws and constitutional rights, and develop simplified info material for public awareness.	Legislatures, Federal and Provincial Government, Media	• Increased awareness of a common man about his constitutional rights Whistle-blower protection law enacted	2017-2018
3.3.3	Advocate Government for implementation of Whistle-blower Protection Act	Legislatures, Federal and Provincial Government, Media	• Whistle-blower protection law enacted	2017-2018

Strategic Priority D: Values
Justice, rule of law, transparency, accountability, integrity and impartiality

Context: *Our work with people, laws and institutions must be underpinned by behavioural change – by a greater commitment to integrity by both current and future generations. A priority will be to develop and implement programmes to promote integrity in youth, of today and tomorrow.*

Goal 4: Promoting integrity in current and future leaders of Pakistan.

Objective 4.1: Ethics and core values disseminated.

Activities	Target Group	Results	Time Frame
4.1.1. Develop and publish outreach material for dissemination.	Youth, Political Parties	• Increased awareness regarding core values	2017 – 2020
4.1.2. Engage youth through social media, public service messages, and focused outreach campaign.	Youth, Media, Civil Society, Political Parties	• Increased awareness regarding core values	2017 – 2020
4.1.3. Identify support partners to carry messages to youth.	Grass root CBOs/NGOs CSOs,	• Network to disseminate core values among youth established.	2017 – 2020

Objective 4.2: Children, youth and adolescent motivated to promote principles of integrity.

Activities	Target Group	Results	Time Frame
4.2.1. Seek support of the education ministries, academicians, etc. Identify partners in education institutes and organize lecture series in academic institutions; establish and promote youth clubs in academic institutions.	Youth, Educational Institutions	• Network of Youth Clubs established • Increased awareness against corruption at school and university level.	2018-2019
4.2.2. Advocate for inclusion of integrity principles in educational programs or system.	Federal and Provincial Education Ministries, Educational Institutions	• Government includes subject on ethics in the curriculum • Increased awareness against corruption at school level.	2018-2019
4.2.3. Organize seminar, conferences, street theatres, walk-a-cause, competition, etc. as part of outreach campaigns.	Youth, General Public, CSOs, CBOs	• Youth make alliances to fight corruption • Increased awareness against corruption at school and university level.	2017-2020
4.2.4. Conduct Youth Integrity Surveys	Youth	• Policies developed to promote principles of integrity	2017-2020

Strategic Priority E: Organization
Development of internal capacities and structures, and ensuring long-term sustainability.

Context: *In order to pursue their objectives and long-term mandates, organizations need to be able to establish themselves in terms of internal capacities, systems and controls, to be able take on the challenges that ensue in their pursuit of their objectives.*

Goal 5: **TI Pakistan regarded a focal point for transparency and anti-corruption measures.**

Objective 5.1: Systems and capacities of TI Pakistan enhanced to implement the program.

Activities	Target Group	Results	Time Frame
5.1.1. Improve geographical spread by creating key representation in all provinces.	Grassroots partners and NGOs	• Wider network of anti-corruption developed • Improved advocacy campaigns	2017 – 2020
5.1.2. Review internal policies and procedures, such as Human Resources, Organizational Structure, Procurement, Training, etc., with a view to bringing them at par with other similar organizations.	TI Pakistan Board/management, Staff	• Organization becomes more efficient • Improved working capacity of the employees	2017 – 2020
5.1.3. Develop a Resource Mobilization Plan.	TI Pakistan Board/management, Staff	• Organization becomes sustainable	2017
5.1.4. Invest in TI Pakistan human resources through means of training and career development.	TI Pakistan Management, staff	• Improved working capacity of the employee	2017 – 2020
5.1.5. Enhance the Board's contribution towards TI Pakistan's growth in the next 3 years.	TI Pakistan Board	• Anticorruption efforts will be improved and strengthened	2017-2020
5.1.6. Participate in national and international fora for networking, project opportunities and learning.	TI Pakistan	• Improved working capacity of the employee • Target group will learn more lessons and improved working capacities and ideas • Shared best practice will improve learning	2017 – 2020
5.1.7. Enhance chapter membership	TI Pakistan	• Strong anticorruption efforts established	2017 – 2020
5.1.8. Develop a communications strategy.	TI Pakistan staff	• Improved communication with the stake holders	2017

10.0 Approaches to Resource Mobilization

This Resource Mobilization Plan has been developed keeping in view the funding challenges that TI Pakistan faces; and therefore aims to mobilize the funds required to support TI Pakistan initiatives and activities planned for the next 4 years in its strategic plan 2017-2020. This section aims to provide a strategy on how TI Pakistan can mobilize resources for activities planned to support its mandate in Pakistan. The Resource Mobilization Plan supports the TI Pakistan Strategic Plan and seeks to ensure that the TI Pakistan is fully resourced to execute its mandate and achieve its objectives.

The Resource Mobilization Plan is based on the existing as well as the projected TI Pakistan activities as described in the Strategic Plan. The plan assumes that: TI Pakistan will continue to provide the services according to its mandate; and that it has the capacity to build the partnerships and knowledge base necessary to enhance anti-corruption and transparency initiatives.

10.1 Situation Analysis

- The donor-funded projects with TI Pakistan currently account for more than 90% of TI Pakistan's total revenue between the years 2014 - 2016. This revenue comes from two major projects – Advocacy and Legal Advice Centres (ALACs) and Anti-Fraud Hotline (AFH).

- ALAC will end in 2019 and AFH in 2017 (the grant for AFH is expected to be renewed).

- TI Pakistan also receives funding for specific projects from Transparency International Secretariat, but this money is insufficient to meet all existing expenses. However, this serves as an indicator of TI's commitment to supporting the country chapters in their fight against corruption.

- TI Pakistan's other revenue streams are negligible.

- TI Pakistan has an endowment fund which will post gradual increments in the next four years.

- TI Pakistan does not earn by providing any of its anti-corruption services – whether it is research publications, or monitoring of public procurements.

- USAID has been TI Pakistan's largest donor since 2012 onwards, and had accounted for approximately 90% of TI Pakistan's revenues between the years 2014-2016

10.1.1 Major Constraints in Funding

Some of the challenges TI Pakistan encounters in its bid to secure funding are given below:

- Donor funding is not always aligned to TI Pakistan's focus area. Donors require tangible outputs, impacts and quicker results. This factor causes funding to shift to areas – such as health, education, WES, social protection, etc. – generating quicker and more visible impacts.

- TI Pakistan is reluctant to obtain funding from the private sector mainly to avoid any potential influence or conflict of interest issues that may result in undermining TI Pakistan's mandate, thus damaging TI Pakistan's credibility.

- Even with the international donors, TI Pakistan remains cautious and ensures that freedom to operate under its own mandate is not curtailed in any way by way of receiving funding from a particular donor. Anecdotal experience is available in this case. focus

- While Pakistan is full of philanthropists, few are likely to direct funding towards anti-corruption or transparency purposes.

- The current infrastructure of TI Pakistan is not geared up for undertaking concentrated focus on fundraising or resource mobilization activities which requires further investment in both human resource and operational support.

10.2 Mobilizing Resources – Charting the Way Forward

A number of strategies will be required to increase TI Pakistan's resources. These will eventually include broadening the donor base, despite the limitations cited above; increasing the internal capacity for fund generation, and capitalizing on existing strengths. Based on the situational analysis given in the previous section, TI Pakistan aims to carry number of actions that will pave the way to enhance the resources at our disposal.

Elements of Strategy	Description of Actions	Result
A. *Reach out and engage a broader range of and new emerging donors; coordinate closely with relevant partners and expand partnerships*	• Document and monitor trends in the donor priorities and share information with all the programs of TI Pakistan. • Build deeper understanding of the donor priorities, focused on determining their annual, political, financial and country plans. • Undertake joint projects with traditional donors with the objective of establishing new donor relationships such as those in emerging markets. • Participate in conferences, workshops, seminars, donor meetings (wherever possible) in order to promote TI Pakistan's work.	Deepened partnership with the current donors

B. *Significantly raise awareness among policy makers, and the general public of the TI Pakistan's contribution in combating corruption in Pakistan*	• Develop a comprehensive marketing communication strategy based on concrete success stories • Develop a related set of communication guidelines for staff in all units to assist them in engaging in communication activities related to resource mobilization.	Strengthened communication with external audience
C. *Encourage TI Pakistan's traditional donors to move from a project based funding to multi-year agreements wherever possible*	• Develop new frameworks for multi-year and/or multi-donor longer term and less conditioned funding and joint programmes • Develop a programme of recognition for the donor and its suitability to the donor's intended objectives and goals	Donor base broadened
D. *Pursue complementary sources of funding to cover potential gaps in TI Pakistan's finances.*	• Expand financial support base by applying for various grants and contracts available. This will require scanning newspapers, donor websites, international tender websites etc. for possible tenders and RFPs for grants and contracts relevant to TI Pakistan • Build capacity of the existing staff through trainings to equip Program officers with the skills required to apply for small project grants. This will require investment of time and may require additional financial resources.	Donor base diversified
E. *Present Impact Focus Areas through annual donor forum*	• Introduce annual or biannual donor forums where key donors to serve as a platform for highlighting the need for donor participation in keeping alive the TI Pakistan mandate. • Disseminate to potential donors TI Pakistan Services – perception surveys, research work by TI Pakistan, capacity building on	Enhanced recognition and appreciation of the TI Pakistan's work

		procurement, fraud awareness and detection, etc.	
F.	*Expand TI Pakistan research expertise*	• Set up a more expanded unit of Research that conducts research studies that are commissioned by donors, government and NGOs.	Research capabilities and financial base expanded
G.	*Build TI Pakistan's Capacity for In-house Action*	• Establish a resource mobilization team • Use the Board of Governors and other Stakeholders for raising funds • Leverage resources and opportunities for funding through organizing shows, musical events, dinners, conferences, debates, theatres, and walk-a-cause	TI Pakistan Board and other relevant staff involved in the fund generation.

11.0 Institutional Risk Matrix – Risk Assessment

POLITICAL THREATS		
Possible areas of risk	**Likelihood**	**Risk mitigation**

Defamation campaign by those affected by TI Pakistan's work against corruption	High	• Counter campaign through
		
		   ➢ Legal action if required
		   ➢ Solidarity with likeminded stakeholders
		   ➢ Open communication with partners in the field
		
		• Implement TI Pakistan's communication strategy to rigorously disseminate information about our activities and impact to the public
		
		• Open communication with the main medial channels, press and investigative journalists to reduce false reporting

PROGRAM RELATED RISKS		
Pressure on TI Pakistan's stakeholders and employees not to work with TI-P	Medium	• Developing relationships based on mutual understanding and trust with stakeholders • Broadening TI Pakistan's network of coalition partners and supporters • Constant communication with stakeholders, informing them of our activities • Sign MOUs with government institutions, public and private sector organizations • Invite high achievers, former government officials and business personalities to join TI-P membership and advisory committees.
Adverse perception	Medium	• Projection of apolitical image • Incorporate local needs in program design and activities

FINANCIAL RISKS		
Inability to financially sustain TI Pakistan's activities	High	• Develop programs for local fund mobilization • Develop private sector fund strategy • Develop endowment funds • • Fund mobilization to cover human resource and administration cost • • Restructuring TI-P to accommodate funds limitations

12.0 Organization Structure

Overview

An organization structure typically represents the hierarchical order of lines of authority, communications, rights and duties of an organization. The structure determines how the roles, power and responsibilities are assigned, controlled and coordinated, and how the information flows between different levels of management.
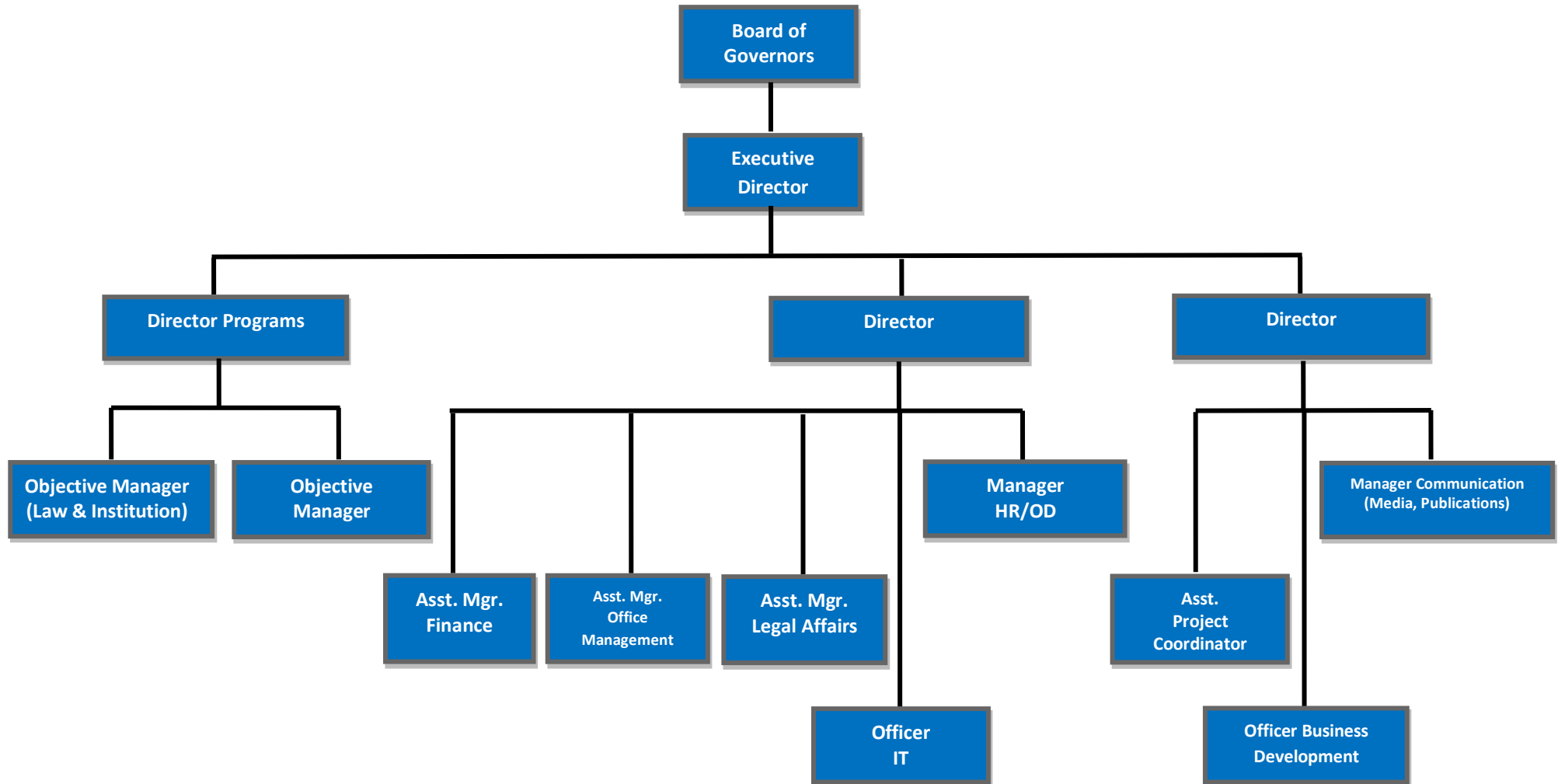
This structure depends on the organization's objectives and strategy. Depending on the business objectives and strategy of a company, it may choose to have an organization structure which is a mix of centralized and decentralized structure.

In designing and proposing a revised organization structure for TI Pakistan in line with its chosen strategy, besides the above-mentioned factors and understanding of the challenges facing TI Pakistan, the following key factors have been taken into consideration:

- Linked to a business plan and driven by a leader's vision.

- Reduce reporting burden to a manageable direct reports.

- Ensure major key functions/positions are included and at right level.

- Reporting lines clearly defined.

- Facilitates decision-making and communications.

- Minimal number of layers.

This report contains the proposed overall organization structure for TI Pakistan at the top level.

Proposed Organization Structure – TI Pakistan

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                          Board of
                          Governors
                              |
                          Executive
                          Director
                              |
        ┌─────────────────────┼─────────────────────────┐
  Director Programs        Director                   Director
        |                      |                          |
   ┌────┴─────┐    ┌──────┬────┼────┬──────┐       ┌──────┴──────┐
Objective   Objective  │     │    │    Manager   Asst.      Manager
Manager     Manager    │     │    │    HR/OD      Project    Communication
(Law &                 │     │    │               Coordinator (Media,
Institution)           │     │    │                           Publications)
                    Asst.  Asst.  Asst.
                    Mgr.   Mgr.   Mgr.
                    Finance Office Legal
                           Mgmt.  Affairs
                              |
                           Officer              Officer Business
                           IT                   Development
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