



TRANSPARENCY
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List of Acronyms

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

Executive Summary

2016 has been another effective year for Transparency International Pakistan to meet its ambitious aim of eradicating corruption from the country. It played an active role in monitoring public procurement, a specialization of the organization, resulting in savings of millions of Rupees for the government. Moreover, TIP's experience in discerning Public Procurement Rules forced procuring agencies to comply at Federal and Provincial Levels.

TI Pakistan has been working closely with Pakistan's prime anti-corruption agency, National Accountability Bureau (NAB), to report violations of law for their thorough investigation and subsequent action. As a consequence, a number of cases have been initiated by the anti-corruption agency with the hope that even more cases will come into public view. For the first time, TI Pakistan also carried out an assessment of NAB in collaboration with international and local experts, which was made possible due to a grant from Transparency International Secretariat in Berlin. The purpose of the assessment was to highlight the strengths and weaknesses of the anti-corruption agency while, provide feedback after identifying the gaps in its performance.

Transparency International Pakistan, in a cooperative agreement with USAID, has been successfully operating the 'Anti-Fraud Hotline' (AFH) for last six years to monitor and report fraud, wastage and abuse in USAID funded projects, saving millions of dollars to USAID in recoveries.

Citizens' Voice Against Corruption (CVAC), another flagship project of Transparency International Pakistan, has been providing free legal advice to the victims and witnesses of corruption across the country, and contacts government officials to communicate citizens' complaints and concerns. It organizes several awareness and capacity building activities to enable the youth, women and business leaders to combat corruption from the echelons of society. Funded by the Australian government, the project prides itself on being able to work at the grass root level and empathize with locals affected by corruptible practices in their community. CVAC also organizes Right to Information (RTI) workshops to equip citizens with the requisite skills to request access of public information and comprehend the Right to Information Legislation in their province.

As part of its agenda, Transparency International Pakistan continued its advocacy efforts to curb corruption in Pakistan by organizing walks all over the country on International Anti-Corruption Day.

Transparency International Pakistan produced Citizen Report Cards (CRC) in 2016 in District Mardan, Khyber Pakhtunkhwa and District Vehari, Punjab on police services and public health services respectively. The purpose of the CRC is to assess the services provided by the government as per the feedback given by the citizens; the objective is to bring awareness and reforms to the public service system.

As part of its aim, TIP has been actively working with the citizens of the country to engage them in advocating and mobilizing for their rights. The aim of this exercise is to put pressure on the government to curb corruption in the country. Along with Transparency International Pakistan's activities in reporting corruption, this practice can result in good governance at government institutions breeding transparency.

TI Pakistan has taken a special interest in the adoption and stronger implementation of the Right to Information Laws and Whistle Blower Protection Laws in the country to promote a more accountable government. Encouragingly, these laws are robust in Khyber Pakhtunkhwa and Punjab

while TI Pakistan continues to work with other civil society organizations to advocate for a stronger implementation of these laws in the other provinces of the country and at federal level.

TI Pakistan is also cognizant of the importance of youth and women in our society. It has worked on different initiatives to raise awareness and give a voice to these two demographics. TIP has been working on instilling good moral values in the youth through its workshops to develop leaders who can direct the future of this country away from corruption. It has also encouraged the participation of women in workshops and seminars to enable women to raise a voice against corruption and become leaders in society.

In the future, TIP aims to initialize projects related to Climate Change and increase its engagement with the Private Sector. By working for the betterment of society, TIP cannot ignore the troubles that can be brought about by Climate Change and it will aim to hold the government accountable to deal with the problem in an adequate way. TIP also aims to bring anti-corruption values to the private sector as its importance in the era of Globalization is prominent.

Just like in 2016, TI Pakistan will continue its work to fight corruption in Pakistan. This problem will not disappear overnight; it is a long enduring struggle which cannot ever be won without the participation of the leaders of our society. To put it bluntly, we are not yet an honest society but, after working with communities across Pakistan, TIP is optimistic that one day, we will become one.

Part 1 Review

1) Changes in Situation Dynamics

In Article 140A of Pakistan's constitution it states: "Each province shall, by law, establish a local government system and devolve political, administrative and financial responsibility and authority to the elected representatives of the local governments." This article validates the importance of local government institutions to play a vital part as a grassroots organizations in carrying out the requisite administrative functions and devolve power and authority to the district, sub-district and community level. However, these institutions have not been able to carry out their tasks efficiently due to inadequate room and resources. Furthermore, the local representatives consist of well-connected individuals belonging to an existing political party and work for their own selfish interests, instead of the community they are meant to serve. 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 Baluchistan, 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 departments. Therefore, the representation of marginalized groups of society including women and minorities is being further minimalized as the voice of concerned citizens' fall on deaf ears.

To rectify this, the Khyber Pakhtunkhwa government has implemented measures to improve civic engagement with the local government. For example, pre and post-budget discussions involve consultation with inquisitive citizens. However, this practice has not disseminated to the other provinces of the country thus far.

The local government system is in need of reform to boost democracy in Pakistan and encourage a more cooperative approach. This system can be improved by electing local councils according to the

system of proportional representation encouraging elected local governments to act as a stabilizing force for the country by establishing governance accountability. This is important because lack of transparency breeds corruption. On the Corruption Perception Index released by the Transparency International Secretariat, Pakistan ranks 116 out of 176 countries with a score of 32, indicating a high level of corruption in the country despite an improvement from a score of 30 in 2015.

The prospect for the improvement of local government bodies is promising. The 18th Amendment in Pakistan brought changes to the federal structure by enacting provincial autonomy in areas previously under the control of the federal government including, the local government. It is important for the provinces to assure adequate resources, independence and structures are available for the local governments to deal with numerous problems plaguing the country such as economic development, crime, terrorism, health and education.

International case studies have proved the importance of citizens to engage with their local government officials to reap the benefits in terms of service delivery; therefore, the importance of the local government in Pakistan is immense.

2) Progress Review

2.1) USAID Anti-Fraud Hotline (AFH)

The USAID Anti-Fraud Hotline (AFH) project was established as an oversight mechanism for projects undertaken with USAID funds including the US \$7.5 billion Kerry Lugar Bill. It has played a vital role in monitoring corruption in USAID funded projects.

USAID funds provide relief and resources to the deprived citizens of this country, who rely on the funds of USAID for their well-being. Thus, the activities of AFH help facilitate these citizens by ensuring that these resources reach the intended beneficiaries; AFH also encourages citizens to report any corruption related incidents in USAID funded projects by contacting AFH. AFH forwards these complaints to the Office of Inspector General (OIG), after following the agreed protocol for investigation. These complaints have provided leads into the recovery of millions of dollars by the OIG.

AFH's complaint management cell employs trained multilingual complaint officers, who receive complaints through numerous channels such as toll free hotline, sms, whatsapp, facebook, email, website, and walk-in complaints. AFH carried out its own revision and assessment of the complaints before reporting to the OIG, which is the only agency authorized to view the complaints ensuring confidentiality of the complainant's information. AFH also scours local newspapers to pick up on any violation of PPRA rules in USAID funded projects.

Despite the environment in Pakistan where citizens are reluctant to come forward in reporting corruption issues and cases of fraud due to their mistrust of the government to resolve their complaints, AFH has still received over 80,000 calls since the inception of the project. Furthermore, AFH has successfully formulated over 7,500 complaints and forwarded to the OIG for investigation.

Not only does AFH report corruption complaints to OIG but, it also spreads awareness to identify the corruption hazards for USAID related projects. Workshops are arranged for USAID implementing partners from the private and public sector with the aim to educate the participants on corruption risks. AFH also provides information relevant to fighting and reporting corruption. Four workshops were organized with approximately 100 participants each. Representatives from USAID, OIG, NAB and TI Pakistan gave presentations pertaining to corruption. Details are as follows:

Transparency International Pakistan conducted a workshop in collaboration with USAID named 'Fraud Awareness and Prevention Workshop for USAID Sub Grantees' on **March 10, 2016** at Serena Hotel, Islamabad. The aim of the workshop was to spread awareness of fraud and corruption among the sub grantees implementing USAID funded projects. It provided an opportunity for the participants to interact with the representatives of USAID, OIG, NAB and TI-Pakistan to discuss the challenges of corruption and fraudulent practices in the implementation of the projects and its implementation. Around 111 participants attended the workshop from approximately 45 different organizations.



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On **July 12, 2016**, second workshop in collaboration with USAID named 'Fraud Awareness and Prevention' was conducted for USAID Sub Grantees' at Mövenpick Hotel, Karachi. The aim of the workshop was to spread awareness of fraud and corruption among the sub grantees implementing USAID funded projects. It provided an opportunity for the participants to interact with the representatives of USAID, OIG, NAB and TI-Pakistan to discuss the challenges of corruption and fraudulent practices in the implementation of the projects and its

implementation. Around 84 participants attended the workshop from approximately 33 different organizations.

Similarly, on **July 14, 2016**, TI Pakistan in collaboration with USAID conducted a third workshop named 'Fraud Awareness and Prevention' for USAID/OTI Sub Grantees' at Avari Towers, Karachi. The aim of the workshop was to spread awareness of fraud and corruption among the sub grantees implementing USAID funded projects. It provided an opportunity for the participants to interact with the representatives of USAID, OIG, NAB, OTI and TI-Pakistan to discuss the challenges of corruption and fraudulent practices in the implementation of the projects and its implementation. Around 56 participants attended the workshop from approximately 26 different organizations.





Furthermore, TI Pakistan also conducted a workshop named 'Fraud Awareness and Prevention Workshop for USAID G2G Projects' on **November 16, 2016** at Marriot Hotel, Islamabad. The workshop was arranged for government departments and organizations which are currently implementing G2G projects under the grants from USAID. The aim of the workshop was to spread awareness among G2G implementing partners on identifying and preventing corruption in USAID funded projects. Senior

representatives from NAB, PPRA, TI-Pakistan, OIG and USAID addressed the audience. This presented an opportunity for the participants to meet with experts to engage and discuss the existing challenges in the implementation of their projects. Training was also provided to develop skills to detect fraud, waste and abuse of funds; the participants were informed about the measures that can be adopted to prevent corruption. 45 participants from 10 different organizations and departments attended the workshop.

2.2) Citizens' Voice Against Corruption

Funded by the Australian Government, through our Secretariat in Berlin, Germany, Citizens' Voice Against Corruption (CVAC) is an initiative which gives voice to all citizens of Pakistan to bring about a more open, transparent and democratic society that rejects corruption. Under its Advocacy and Legal Advice Centre, TI Pakistan provides free legal advice and assistance to the victims and witnesses of corruption, and communicates their concerns and complaints by intervening on their behalf with the concerned public officials and government departments. Besides, CVAC also organizes several awareness and capacity building trainings to better prepare the youth, women and the general public to identify and counter the corruption plaguing the very fabric of society.

a) Mobile ALAC Camps



The aim of TI Pakistan's Mobile Advocacy and Legal Advice (ALAC) Camps is to provide a service that will be so unique to the citizen that it cannot do anything but yield favourable results for the aggrieved. Thus, at the outset, this activity intends to disseminate information and/or legal advice to different groups of people in different localities. This has been advantageous in gathering information or issues that are faced by citizens in regions where basic services are not even available.

In 2016, TI Pakistan arranged five mobile free legal advice camps across different parts of Pakistan. These camps were organized in collaboration with TI Pakistan’s local partners in the following areas: Vehari, Punjab, Taluka Hala District Mitiari, Sindh, Kalat, Swabi District and district Jaffarabad, Balochistan. More than 300 people attended these camps, in which women were in the majority. During these camps, the attendees freely discussed their issues with lawyers present at the camp regarding complaints of local government negligence towards basic facilities such as education, health, electricity, sanitation and transportation. The attendees were motivated by the lawyers and Transparency International Pakistan representatives to speak up for their rights and demand transparency and accountability from the local government.

b) Right to Information Awareness

The aim of RTI workshops is to help raise awareness and understanding of RTI laws and train citizens on how they could use Right to Information Laws to hold government. During the year 2016, Citizens Voice Against Corruption organized 06 Right to Information (RTI) Workshops in different parts of Pakistan. These workshops were held in: District Swabi, KP, District Jaffarabad, Baluchistan, District Vehari, Punjab Taluka Hala District Mitiari, Sindh and, Kalat, Baluchistan. Citizens were trained in the required skills to request access to public information and increase their understanding of the Right to Information Legislation in their province. Around 200 people attended these workshops, including youth, social workers and teachers, in which they were trained in writing and filling RTI requests. As a result, more than 34 RTI applications had been sent by the participants to government institutions. Along with the RTI workshops, CVAC is also carrying out other outreach activities through word of mouth, leaflets and booklets which will help in increasing the number of RTI requests to the local government.



On September 28, 2016, Transparency International Pakistan’s representatives actively participated in a coalition consultation meeting on ‘Provincial Right to Information Laws: Issues and Challenges’. The meeting was attended by leading legislatures of Sindh and Balochistan Government including the Sindh Information Minister and the Honorable Speaker Balochistan Assembly. The newly drafted 2016 Sindh Transparency & Right to Information Bill was discussed at the conference; the bill has been approved by the cabinet and was sent to a relevant committee for deliberations in which a coalition of 26 Civil Society Organizations including Transparency International Pakistan played an important role in drafting the bill.

c) International Anti-Corruption Day

On the occasion of International Anti-Corruption Day, 9th December 2016, CVAC organized walks in Vehari, Jaffarabad, Peshawar, Jacobabad, Charssadda, Mardan, Kallat Districts to raise awareness

among the general public and demand a Pakistan free of corruption. A walk was also held in Karachi



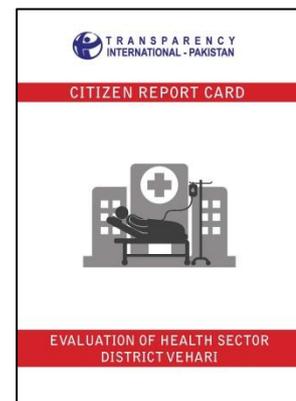
in collaboration with the National Accountability Bureau (NAB). Besides, CVAC also celebrated International Women’s Day to highlight contribution women are making towards fight against corruption in Pakistan.

d) Citizen Report Card

Citizen Report Cards (CRC) are surveys used to engage citizens in assessing services provided by the government, such as health and education, through its feedback. These surveys are used to gauge the degree of satisfaction the citizens have with the provision of services by the government. They are ultimately designed to raise awareness and bring about reforms in the public service system.

In this regard, CVAC carried out two CRCs in 2016 – in District Mardan, Khyber Pakhtunkhwa (KPK) on Police and District Vehari, Punjab on the health sector.

Despite the police being considered one of the least trusted government departments in Pakistan, as highlighted by various surveys, the police is making a difference in the province of KPK. Generally, the police in Pakistan is considered to be corrupt and politicized yet, according to the Citizens’ Report Card Study in Mardan District, the overall perception and performance of the KPK police has improved from the service delivery aspect. In comparison to the police in other provinces of the country, the KPK police is a model to follow for all other provinces. The CRC study was also able to propose recommendations drawn from its conclusions on how the KPK police can be further improved which was made possible from this study.



The public health care system in all areas is exceptionally weak in Pakistan which fails to achieve the primary objective of public healthcare: to provide the best possible care to a patient. Therefore, Transparency International Pakistan (TIP), in collaboration with the Sudhar Development Organization (SDO), conducted a two month Citizen Report Card Study from July 20, 2016 to September 20, 2016 to evaluate the health services provided by district government hospitals in the three tehsils of district Vehari, Punjab namely Vehari, Burewala and Mailsi. According to the study, the performance of the local government in the provision of healthcare needs to be vastly improved as grave problems such as substandard treatment facilities, doctors absenteeism, lack of cleanliness and proper waste management system have been neglected. The CRC study was able to propose

recommendations based on its findings on how the district government can improve health care delivery in district Vehari with the hope that the government will heed the proposed recommendations.

2.3) Anti-Corruption Agency Strengthening Initiative

Transparency International Asia Pacific Department has worked with a group of regional and international experts and anti-corruption agencies (ACAs) to develop a collaborative framework to assess the enabling environment, performance and competence of these ACAs. In continuation of the effort currently in place in several Asia Pacific countries, Transparency International Pakistan, in the year 2016, carried out an assessment of Pakistan National Accountability Bureau (NAB) under the grant support from Transparency International Secretariat. The aim of this exercise was to engage with the principal anti-corruption agency in Pakistan, the National Accountability Bureau (NAB) as a key stakeholder and campaign for its independence and effective delivery. Given NAB's significance in fighting corruption, TI Pakistan produced an assessment of NAB, including its areas of strength and weakness, identify gaps in terms of the institution's performance and provide feedbacks in the form of recommendations. This report was made possible due to the efforts of lead researcher Dr. Samra Javed, an international consultant who presented research against a set series of indicators developed by an advisory group lead by Professor Jon Quah. These indicators aim to highlight the strengths and weaknesses of ACAs.

The assessment was carried on the basis of 50 indicators designed to determine the effectiveness and capacity of NAB, and to identify gaps and areas of opportunity. The assessment aims at two specific goals: 1) To Produce a comprehensive qualitative performance assessment of NAB, including its strengths and weaknesses and 2) To identify gaps in terms of NAB's performance and provide feedback in the form of recommendations to NAB and other relevant stakeholders. Among the findings of the study was NAB's strength in its Cooperation with other Organizations and Oversight and Accountability while its weakness lies in its Perceptions of Effectiveness.

Recommendations have been formulated based on the conclusions drawn from the assessment of NAB which includes recommendations to the government in the revision of a number of articles in the National Accountability Ordinance-1999, budget allocation to NAB, committee formation for NAB's accountability and inclusion of education in Anti-Corruption. Moreover, recommendations were formulated for NAB such as increasing its collaboration with the media, improve its conviction rate by making a thorough analysis of the entire chain of system, training in specialized fields and, increasing its use of social media.

The purpose of the assessment initiative is to encourage a drive for improvement and to implement an effective strategy for the improvement of the National Accountability Bureau (NAB).

Part 2 - Plan on Operations, Planning the Future

1) Focus & Priorities for the Year

Transparency International Pakistan has established itself as one of the most credible and reliable civil society organizations in Pakistan. Its work across the country to curb corruption-related activities has proved to be a catalyst for a more transparent society. TI Pakistan has worked in collaboration with the Government, Business leaders, Civil Society Organizations, Media and the Citizens with the aim of equipping them with the tools to fight corruption and to promote a more open, transparent and democratic society. TI Pakistan has signed Memorandum of Understanding (MOUs) with several government agencies for assistance in complying with procurement rules and engaged in capacity-building to enable an environment for the eradication of corruption from the very fabric of Pakistani society. The technical and legal expertise of TI Pakistan allows it to scrutinize the activities of major public and private sector projects in the country to spot corruption-related irregularities in its implementation.

Besides, TI Pakistan has also been monitoring corruption in USAID funded projects in Pakistan. Due to its operation of Anti-Fraud Hotline, TI Pakistan has been able to assist in the recovery and savings of hundreds of millions of dollars of USAID funds.

Similarly, TI Pakistan has frequently approached the country's highest courts to take suo moto notice of high profile corruption cases since the restoration of the independence of the Judiciary in 2007. With TI Pakistan's proactive intervention, many corruption cases have come into public notice and been successfully resolved.

2) Public Mobilization and Engagement

Public apathy breeds corruption as government officials take advantage of society's indifference; therefore, in order to combat corruption, it is essential to create a demand for anti-corruption to put pressure on the political leadership to be answerable to the people. Similarly, over the past many years, it has become increasingly clear that a long-term, sustained solution to combating corruption depend on the widespread public mobilization and engagement. Such engagement also creates a demand side for anti-corruption and put a pressure on the political leadership to succeed in their commitments. For this change to happen, citizens need to be empowered and equipped with the skills required to stand up against corruption. Therefore, one of the focuses of our work for the upcoming years is to empower and mobilize people for the collective action. TI Pakistan aims to do this by organizing training workshops, aimed at giving a voice to all citizens to bring about a more open, transparent and democratic society to reject corruption and intends to provide support to the victims and witnesses of corruption so that their voices and demands are heard.

3) Good Governance

In order to achieve good governance, the citizens should have the confidence in government institutions to serve the public with honesty and integrity. Unfortunately, Pakistan's key public institutions such as Police, Health, Education, and Judiciary are some of the most unscrupulous institutions of the country. TI Pakistan aims to promote the implementation of international standards of transparency and anti-corruption in all public institutions. Considering that Pakistan has the required legal framework in place to curb and punish corrupt and fraudulent practices such as

‘Prevention of Corruption Act’ and ‘National Accountability Bureau Ordinance’, the lack of implementation of these laws is discouraging. To ensure good governance standards and practices are implemented across government institutions, TI Pakistan has undertaken a number of initiatives to bring about an improvement in governance. TIP monitors public institutions for violations in complying with existing public procurement laws. TIP regularly send letters to the procuring agencies to point out the violations of public procurement rules. In most of the cases, the concerned departments rectify their violations and inform TIP of the same.

Similarly, at the national and local levels of government, TI Pakistan aims to pursue methods for tracking and reporting on revenue, and on the allocation, budgeting and spending of public funds. As American author Matthew Lesko once said, ‘Good government only happens when the people working in it do their jobs, and do them well’.

4) Awareness, Enforcement and Advocacy of Fair Legal Framework

Transparency International Pakistan is working extensively to ensure that effective and robust laws are implemented in Pakistan and will continue to advocate for stronger implementation of these laws to ensure that the struggle against corruption can be won. For the progression of integrity in society, Right to Information laws, Whistle Blower Protection laws and Right to Public Services laws are essential to boost the rule of law in Pakistan. Despite significant contributions of TI Pakistan and the subsequent adoption of revised Right to Information Laws in Sindh, Punjab and Khyber Pakhtunkhwa (KP) and adoption of Whistle Blower Protection Laws in Khyber Pakhtunkhwa, the enforcement and implementation of these laws remains anemic. TI Pakistan intends to lobby in collaboration with other civil society organizations to ensure that these laws are implemented correctly and can be further strengthened in all provinces of the country, especially in the province of Baluchistan, where RTI laws are weak and Whistle Blower Protection laws have been shunned.

5) Instilling the Values in Youth

With over 60% of the population in Pakistan under the age of 30, the Youth has a major part to play in the fight against corruption; however, TI Pakistan Youth Integrity Survey shows that integrity is in crisis amongst young people. Transparency International Pakistan emphasizes the importance of instilling honest values in youth as they are the determinants of the future of our society. Through a series of training, coaching and capacity building interventions, the youth can be enabled to become successful leaders, campaigners, and advocates for anti-corruption by inculcating in them the values of transparency, integrity, accountability and impartiality.

6) Promoting Gender Equality

The plight of women is well documented in Pakistan; they struggle with misogyny and have to face the daily prejudices which come with living in a patriarchal society. According to the World Economic Forum ranking in 2016, Pakistan ranked 143rd out of 144 countries on the Global Gender Gap Index. The report measures the progress of equality between men and women in four categories: Educational Attainment, Health, Economic Opportunity and Political Empowerment.¹ Clearly, Pakistan’s progress in promoting gender parity has been very limited. The gender disparity in Pakistan is hindering the economic growth of the country and depriving the economy of an

¹ Haider, Mehtab. “Pakistan Retains 143rd Position on Global Gender Gap Index.” The News International, The News International, 26 Oct. 2016, www.thenews.com.pk/print/159966-Pakistan-retains-143rd-position-on-Global-Gender-Gap-Index.

opportunity to develop at a faster pace. TI Pakistan hopes to make a contribution by enabling women empowerment in the country by providing the tools for women to participate and voice their concerns to make a mark on society. In TI Pakistan's outreach activities, seminars and anti-corruption workshops, TIP makes an effort to ensure that maximum women participate to become leaders in their communities. The 'Eye on Corruption: Empowering Women for Change' project highlights the importance that TI Pakistan attaches to women in society. Moreover, through the platform of TI Pakistan's flagship program called 'Citizens' Voice Against Corruption'(CVAC), the organization provides legal advice and counseling to women about their rights and guides them in the process of obtaining their rights through the country's judicial system.

7) Recognizing Climate Change

Pakistan is ranked 7th globally of the ten countries most affected by climate change with a loss of \$3.82 billion. The endemic cannot be ignored; extreme weather conditions, regular floods and lower agricultural output is due to the causation of increased heat and water stress can be directly attributed to Climate Change. TI Pakistan strives for transparency in public policy and management of resources to ensure that the people of Pakistan may not be adversely affected by Climate Change due to a lack of political will and negligence by the government of Pakistan.

8) Working with the Private Sector

Transparency International Pakistan advocates for substantial anti-corruption measures and practices to be developed and implemented in the Private Sector. The importance of the private sector has to be taken into account in any advocacy to curb corruption. The sector is responsible for employment, economic growth and government revenue; advocating for its incorruptibility can ensure a more transparent and honest society. Transparency International Pakistan encourages businesses to adopt Transparency International toolkit to address corruption by instituting accountability, accounting and governance to promote ethics and integrity.

Part 3 - Management

Transparency International is registered as a Trust with the Sub Registrar, Board of Revenue and Government of Sindh. The board consists of members from the judiciary (retired), legal profession, chartered accountants, business, social activists and industry. It comprises 4 males and 4 females. They are from all over the country. The Board of Trustees as on December 31st, 2016 comprises of the following eight members:

1. Mr. Sohail Muzaffar *Chairman*
2. Ms. Yasmin Lari *Trustee*
3. Justice (R) Nasira Javed Iqbal *Trustee*
4. Ms. Shahana Kaukab *Trustee*
5. Mr. Khurram S Abbas *Trustee*
6. Justice (R) Dr. Ghous Muhammad *Trustee*
7. Justice (R) Zia Perwez *Trustee*

8. Chief Justice (R) Haziquil Khairi *Trustee*

The Board meets once in each quarter. The Board provides oversight to the TI Pakistan Secretariat. The Executive Director presents details of the activities taking place during the quarter and submits unaudited statement of accounts for the quarter. Members are invited to all the events organized by TI Pakistan. An annual members meeting of members takes place each December. Mr. Saad Rashid is the Executive Director of TI-P. During the year 2015, he has been ably supported at the Secretariat by:

- 1) Abdullah Bin Tashfeen
- 2) Amna Khatoon
- 3) Aneela khan
- 4) Arwa Saifuddin
- 5) Ashfaque Ahmed
- 6) Binish Ahmed Siddiqui
- 7) Imran Khan
- 8) Kashif Ali
- 9) Mansoor Iqbal
- 10) Maryam Khalid
- 11) Maryam Tariq
- 12) Mohammad Ali Taj
- 13) Mohammad Irfan Khan
- 14) Mumtaz Khan
- 15) Noman Ali Rajper
- 16) Saad Rashid
- 17) Mohammad Safdar Sheikh
- 18) Sheikh Abdul Rasheed
- 19) Syed Kamran Ahmed
- 20) Syeda Arj Naz
- 21) Tariq Mahmood
- 22) Waqas Khan

Quarterly Narrative and Financial Reports are sent to the donors. Meetings are also held to discuss the progress of the projects. An Annual Work Plan is forwarded at the beginning of each year of the project, which is approved by the donor. TI Pakistan implements its activities according to the work plan.

3.1) Management, Organizational Changes, and Staff Composition

A trustee resigned from the board bringing total board members to 8. As always, the members of the organization played an active role in TI Pakistan's activities. The top management of TI Pakistan remained the same. Some employees left the firm for prospects abroad and within the country; competent candidates were appointed as replacements. The new employees are immensely contributing to the organization and are being trained to embrace more responsibility and enhance their capacity. Despite the changes in the organization, Transparency International's work was not disrupted and it continued to carry on its work as being an anti-corruption watchdog in 2016.

Lessons Learnt

The work TIP carried out in 2016 helped the organization realize the various issues in improving its functionality for the coming years. These include: the importance of citizen engagement as an

effective force against corruption, the need for networking and collaboration with grass root organizations in conveying TIP's message to the people at the local level and, advocating for improved implementation of the existing legislation on anti-corruption in Punjab and KPK.

Part 4 – Conclusion

In 2016, TIP carried out several projects in its mission to combat corruption in Pakistan. Through its flagship projects namely Public Procurement Monitoring, Citizens' Voice Against Corruption (CVAC) and the Anti-Fraud Hotline (AFH), TIP was able to spread awareness, mobilize and equip citizens to fight corruption and, hold government accountable on corrupt practices. In the coming years, TIP hopes to scale up its operations and sustain the momentum it has created through its work against corruption in Pakistan. Despite its mission, TIP is cognizant of the fact that it cannot tackle corruption unilaterally and requires the participation of the wider community to tackle the endemic of corruption out of society.



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