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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
CRC	Citizens Report Card
CSO	Civil Society Organization
CVAC	Citizens Voice Against Corruption
FBR	Federal Board of Revenue
KPK	Khyber Pakhtunkhwa
MoU	Memorandum of Understanding
NAB	National Accountability Bureau
NGO	Non-Governmental Organization
OIG	Office of Inspector General
PPRA	Public Procurement Regulatory Authority
RTI	Right to Information
TI	Transparency International
TIP	Transparency International Pakistan

# Executive Summary

In line with Transparency International's (TI) global anti-corruption movement, TI Pakistan continued to play a substantial role in strengthening citizens' voices for an inclusive democracy, supporting Civil Society Organizations in the fight against corruption, and empowering youth to voice their civic concerns. In doing so, TI Pakistan is also partaking in the implementation of the global agenda of Sustainable Development Goals (SDGs), particularly SDG 16, which puts the target of reducing corruption in all their forms as an integral development goal.

The report covers the period from January 2017 to December 2017. During the period, TI Pakistan undertook several youth-focused initiatives and extended the outreach of its advocacy efforts to the far-flung areas across Pakistan while continuing to operate its flagship programs: Anti-Fraud Hotline; Monitoring Public Procurement; and Citizens' Voice against Corruption.

TI Pakistan has been successfully operating the 'Anti-Fraud Hotline' (AFH) for the last eight years in collaboration with USAID, to monitor and report fraud, wastage, and abuse in the USAID-funded projects. The activities of AFH have consequently resulted in the USAID funds to reach the targeted beneficiaries, for whom the resources had been allocated.

TI Pakistan continued to impart oversight of public procurement violations all over the country throughout the reporting year in an attempt to inhibit the government practices of awarding contracts to favorable companies. A number of letters were written to the procuring agencies informing them of the violations of Public Procurement Rules. Thanks to TI Pakistan's watchdog role, most procuring agencies rectified their violations identified by TI Pakistan while the regulators also took necessary actions against the violators.

TI Pakistan's Citizens Voice against Corruption (CVAC) program regularly engages the public to create awareness and assist them in legal matters. Under the CVAC program, TI Pakistan conducted a number of awareness and capacity building activities in 2017 to keep empowering the youth, women and general citizens to counter corruption and hold the government accountable for its performance and actions.

The CVAC also organized information workshops on Right to Information (RTI) Acts across various districts throughout Pakistan in the reporting period. The primary goal of the workshops is to help enhance the capacity and understanding of citizens on how they can use the Right to Information Law to exercise their rights to access information held by the public bodies. Through these initiatives, CVAC is working towards empowering and mobilizing the ordinary citizen to hold the government accountable for its actions and performance and to bolster citizens' engagement with the government.

During the reporting year, Transparency International Pakistan produced Citizen Report Cards (CRC) studies covering three new districts including District Chitral, Khyber Pakhtunkhwa (KPK) on Health sector, District Okara, Punjab on Education sector, and District Jaffarabad, Balochistan on Local Government's general performance. The purpose of the CRC is to get feedback from the citizens on the quality of public service delivery in health, education, water & sanitation, and police sectors.

TI Pakistan's programs put a special focus on youth, women, and the people living in remote areas. Since people living in far-flung areas have limited access to information, therefore, they disparately become the targets of corruption. TI Pakistan's recently inaugurated project 'Promoting Democratic Values

Amongst Young People' was able to establish three Youth Integrity Clubs in collaboration with different academic institutions in Sindh province during its one year of implementation. Under the banner of these clubs, TI Pakistan was able to conduct Youth Advocacy events and Youth Leadership and Integrity workshops in various areas of Sindh. In a short span of one year, TI Pakistan was able to give voice to young people and vulnerable communities in the Sindh province in the hope of bringing about a more open, transparent and democratic society.

Looking ahead, TI Pakistan has articulated its vision for 2020 based on the strategic direction developed for the period 2017-2020. The strategy has been drawn upon the experiences, input, and feedback from Board members, employees, CSO partners, donors, and other stakeholders of TI Pakistan. Based on the findings of our stakeholders' survey, TI Pakistan has identified certain focus areas for the upcoming years, which will be discussed in the sections below.

## **Part 1 Progress Review**

### **1.1) 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.

Corruption is antithesis to economic development; it undermines institutions, exacerbates poverty and hinders good governance. Since last eight years AFH has been playing an integral role in fighting corruption and improving accountability and transparency in USAID funded programs in Pakistan. The activities of AFH consequently help facilitate and enable citizens and beneficiaries of USAID funded projects to understand the gravity of issues involving fraud and corruption and report allegations of fraud, waste, and abuse in USAID-funded programs in Pakistan.

Since its inception, the Hotline continues to provide Office of Inspector General (OIG) with critical information and insight into alleged corruption cases in various USAID projects across the country. The investigations carried out have thus far lead to savings and recoveries of funds worth millions of U.S. Dollars and subsequent termination of corrupt employees of respective organizations. In consideration of the success in achieving the set objectives of the Hotline, an agreement was duly signed between USAID and TI Pakistan in September 2017 to extend the project for another two years.

Trained multilingual complaint management officers at AFH complaint cell receive complaints through toll free hotline, SMS, WhatsApp, email, website, and walk-in complainants on a daily basis. After careful review and assessment, the complaints are sent to the Office of Inspector General, USAID via a secure, highly-encrypted complaint database system ensuring that the integrity of the complainant's information remains intact. The OIG is the only agency authorized to view the complaints ensuring confidentiality of the complainant's information. AFH also scans 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 more than 93,000 calls since the inception of the project.

Furthermore, AFH has successfully formulated around 8,000 complaints and forwarded to the OIG for investigation.

AFH has a two-pronged strategy, i) reporting complaints regarding fraud/ corruption and ii) working towards spreading awareness regarding corruption hazards and fraud prevention among USAID implementing partners, sub-grantees and G2G partners.

In the reporting year, Transparency International Pakistan conducted a workshop on “Fraud Awareness and Prevention” in collaboration with USAID/OIG on May 18, 2017 at Serena Hotel, Islamabad for USAID Sub-Sub-Grantees. Around 75 participants from approx. 20 organizations attended the workshop.

The objective of the workshop was to create awareness regarding fraud and corruption among the Sub-Sub-Grantees implementing USAID funded projects.



## 1.2) Citizens' Voice Against Corruption (CVAC)

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

TI Pakistan's Advocacy and Legal Advice Centre (ALAC) is meant to equip the citizens with free legal guidance and advocacy to pursue their corruption-related complaints. ALAC also proactively spots potential corruption areas which require government attention.

In 2017, TI Pakistan arranged four free mobile legal advice camps across different parts of Pakistan. These camps were organized in collaboration with TI Pakistan's local partners in Khushab, Jamshoro, Matta, and Kalat districts. The representatives of TI Pakistan encouraged the camp audiences to speak their piece about matters related to corruption, violation of rights, and unfair public dealings they experience and witness in their surroundings.

TI Pakistan representatives also took notice of most of the complaints and wrote to the respective local governments to take immediate steps to resolve the citizens' concerns. The camp successfully tapped around 2500 citizens including a significant proportion of females.



## b) Right to Information Workshops

TI Pakistan organizes RTI workshops to familiarize the general public with the RTI regime and its applications. Through these workshops, TI Pakistan not only aims to bridge the citizen-government gap but also transmits the message of transparency and accountability to the citizenry. During the year 2017, Citizens Voice against Corruption (CVAC) organized number of capacity building workshops for on Right to Information (RTI) for different audiences across the country. TI Pakistan organized five workshops on Punjab Transparency and Right to Information Act 2013 in districts Bhakkar, Toba Tek Singh, Okara and Hafizabad, Punjab. Another workshop was held in Jacobabad, Sindh on Sindh Transparency and Right to Information Act 2017. Similarly, workshop on Khyber Pakhtunkhwa (KP) Right to Information Act 2013 was held in Chitral, Khyber Pakhtunkhwa. Two workshops were organized in district Jaffarabad, Balochistan to emphasize on the need for revised RTI legislation in the province.

A good number of people attended these workshops, including youth, social workers, representatives of CSO and government representatives. The workshop equipped participants with required skills on how to request access to information held by public departments by writing an RTI application in connection to the key provisions of RTI legislation. Some participants also wrote real RTI application to government departments at the end of the workshops resulting a few of these requests positively replied by government. That pushed the participants to further engage with government and write more RTI requests.

TI Pakistan also organized a capacity building workshop on Sindh Transparency and RTI Act 2017, Sindh in Karachi in collaboration with City Institute of Image Management to train Local Government Elected Representatives from Layari and Saddar Union Councils on the RTI legislation in the province.



### c) International Anti-Corruption Day

Every year, Transparency International Pakistan organizes walks and seminars on International Anti-Corruption day all over Pakistan. This year, TI Pakistan organized walks and seminars in 17 districts across Pakistan. In Sindh the programs were organized in Badin, Matiari, Mirpur Khas, and Jacobabad; in Punjab these were organized in Dera Gazi Khan, Layyah, Vehari, Hafizabad, Chaniot, Toba Tek Singh and Bahawalnagar; in Balochistan events were organized in Kallat, Jaffarabad, and Pishin; and in KPK walks and seminars were arranged in Mardan, Nowshera, and Peshawar. The message of anti-corruption was directly communicated to some 850 individuals including social workers, students, teachers, media and lawyers.



### d) Citizen Report Card

Citizen Report Cards (CRC) are district-level surveys used to obtain feedback from the citizens to evaluate delivery of public services such as health, education, water and etc. in the respective districts. The surveys are an important citizen engagement tools which would uncover public service areas that severely lack district government's attention by gauging the satisfaction level of the citizens.

In the year 2017, CVAC carried out three CRC studies – in District Chitral, Khyber Pakhtunkhwa (KPK) on health sector, in District Okara, Punjab on education sector, and in District Jaffarabad, Balochistan on local government performance. The findings of CRC studies highlight that the performance of the respective districts' local governments needs to be significantly improved in the provision of basic public service delivery which includes healthcare, education, and other services such as roads infrastructure, sanitation, and waste management.

Based on the findings of CRC studies, TI Pakistan has proposed recommendations to the corresponding district governments on the need for reforms for the better service delivery.



### 1.3) Youth Engagement

TI Pakistan believes that for a long term effective anti-corruption strategy, it is imperative that that youth of Pakistan is aware and demand their civil rights, hold the government accountable for their actions and consequently force the government to involve them in the decision making process by increasing awareness. In a short span of one year, TI Pakistan was able to give voice to young people and vulnerable communities in the Sindh province, bringing about a more open, transparent and a democratic society.

During its one year of implementation, 'Promoting Democratic Values Amongst Young People' project was able to establish three Youth Integrity Clubs in collaboration with different academic institutions namely: Greenwich University Karachi, Sindh Agriculture University Tandojam, and Sukkur IBA University. Under the banner of these clubs, TI Pakistan was able to conduct Youth Advocacy events and Youth Leadership and Integrity workshops in different areas of Sindh province.



A youth advocacy seminar was conducted at Greenwich University (GU) Karachi on 'The Role of Youth in Combatting Corruption' on 9th December 2017 at Kamal Auditorium at GU, Karachi. The event, which featured prominent figures like Dr. Mehboob Shaikh, former Additional Secretary Education Sindh and well-renowned journalist Mr. Anwar Ahmed, was aimed at celebrating International Anti-corruption Day which takes place on December 9th each year. About 200 students attended the seminar.



TI Pakistan also organized a Youth Leadership and Integrity workshop on December 6, 2017 at café Almanzar Khairpur Mirus, Sindh. The workshop was attended by around 60 participants belonging to different grass root organizations, civil society members and vulnerable communities.

## **Part 2 - Plan on Operations, Planning the Future**

### **Focus & Priorities for 2017-2020**

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. For the purpose of defining our strategic direction, TI Pakistan has recently developed its 2020 strategy. The strategy is drawn upon the experiences, input and feedback from Board members, employees, CSO partners, donors and other stakeholders. Based on the findings of our stakeholders' survey, TI Pakistan has identified certain focus areas for the upcoming years.

#### **1) 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 accountable to the people. Similarly, over the past several years, it has become increasingly clear that a long-term, sustained solution to combating corruption depends on 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 that rejects corruption and intends to provide support to the victims and witnesses of corruption so that their voices and demands are heard.

#### **2) 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. TI Pakistan 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'.

### **3) 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. To advance integrity within 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.

### **4) Sustainable Development Goals (SDGs)**

Though Pakistan is a democratic country, the governments do not involve the citizens in the decision making process. There is no history of a participatory approach adopted by the governments in Pakistan. This lack of inclusive governance has created an environment in which corruption thrives. Most often ordinary people and the poorest, bear the cost of this corruption as it exacerbates waste, inefficiency, exclusion and income inequalities. As a result of all this, the country is falling behind on almost all the 12 targets included in Goal 16 of Sustainable Development Goals (SDGs). In the coming months and years, TI Pakistan aims to collaborate and advocate for integrating anti-corruption reforms in Pakistan's commitment towards SDGs. TI Pakistan seeks to engage CSOs and nongovernment organization on the issues around Goal 16 of the Sustainable Development Goals (SDGs): 'to promote peaceful, inclusive societies for sustainable development, to provide access to justice for all and to build effective, accountable and inclusive institutions at all level'.

### **5) CONDUCT RESEARCH**

TI Pakistan had conducted a study of the NIS earlier in 2002 and 2013 to undertake research in key pillars of the state with an aim to assess and evaluate the various key institutions of governance in the country. These institutions are responsible for integrity and the elimination of corruption. In order to continue examining the formal framework of each institution in Pakistan, TI Pakistan intends to undertake National Corruption Survey and the National Integrity Context and Systems

Analysis (NICSA) project. Such an exercise is imperative to examine the capacity and the role of the key institutions of the country and provide recommendations to the Government to improve its practices so that corruption in the country can be minimized.

## **6) INSTILLING THE VALUES IN YOUTH**

With over 60% of the population in Pakistan under the age of 30, the youth play a major part 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.

## **7) 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. 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 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.

## **8) 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.

## **9) 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 Muzzaffar *Chairman*
2. Ms. Yasmin Lari *Trustee*
3. Justice (R) Nasira Javed Iqbal *Trustee*
4. Ms. Shahana Kaukab *Trustee*
5. Mr. Khurram S Abbas *Trustee*
6. Justice (R) Dr. Ghous Muhammad *Trustee*
7. Justice (R) Zia Perwez *Trustee*
8. Chief Justice (R) Haziqul 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) Aneela khan
- 3) Arwa Saifuddin
- 4) Ashfaque Ahmed
- 5) Binish Ahmed Siddiqui
- 6) Imran Khan
- 7) Kashif Ali
- 8) Shaheer Munir
- 9) Maryam Khalid
- 10) Marium Waheed Khan
- 11) Mohammad Irfan Khan
- 12) Mumtaz Khan
- 13) Noman Ali Rajper
- 14) Saad Rashid
- 15) Mohammad Safdar Sheikh
- 16) Syed Kamran Ahmed
- 17) Syeda Arj Naz
- 18) 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.

## **Part 4 – Lessons Learned**

The report indicates significant progress made by TI Pakistan compared to the last year and over the years in terms of its outreach activities and implementation scale. Besides, TI Pakistan's focus on catering youth, women, and marginalized groups to a greater extent as part of its projects while utilizing the potential of collaborations among the civil society stakeholders remain intact.

TI Pakistan has also learned, from its recent initiatives, that the advocacy actions should cater youth and women not only as an integral part of the entire group of beneficiaries but also accommodate them exclusively to realize the maximum impact of the initiatives. TI Pakistan has also learned that strong relationships with grassroots CSOs, universities, and other key like-minded stakeholders are an essential pre-requisite to complement TI Pakistan's anti-corruption advocacy efforts. Thus, for the coming years, TI Pakistan seeks the participation of the wider community of stakeholders to wrestle corruption and strengthen its advocacy efforts for anti-corruption and good governance.