

Awareness Drive Against Corruption

Good Governance Practices in Public Sector

by

**Awareness & Prevention Wing
National Accountability Bureau, Headquarters, Islamabad**

Introduction

A Considerable number of citizens pay bribe to the corrupt official in exchange of legitimate work/ services extended by the departments. This illegal practice continues unabated despite the fact that most of the government departments have their internal vigilance system/control mechanism to combat the corruption but generally not known to the public as to 'how to proceed in the eventuality of **'bribe first, work later'** situation.

In order to raise the general awareness level of the public about how to deal with such a situation, it is imperative that the public sector departments regularly advertise their system of working/ internal controls against the corrupt practices in print and electronic media as well as the official websites.

Keeping above in view, NAB (A&P Wing) has compiled this booklet on good governance practices in the public sector, against corruption or corrupt practices.

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1. Ministry of Communication

1.1 National Highway Authority

(E-mail: info@nha.gov.pk)

Subject: **Establishment of Environment related Data Bank by the National Conservation Strategy Resource Centre.**

The under-mentioned steps are being taken by NHA with regard to environmental aspects of mega projects: -

- a. Environmental Protection Act (1997) is being followed in letter and spirit with regard to environmental issues.
- b. Environmental consultants prepare IEE/EIA of all mega projects and the design consultants incorporate the mitigations measures thus proposed.
- c. All PC-1s include the costs and quantities for environmental mitigation.
- d. Compliance of environmental issues is ensured both internally by NHA staff and externally by independent monitoring consultants.
- e. Social and environmental trainings are regularly organized. 150 personnel have already been imparted training by M/s LEAD Pakistan and other 150 will be trained in the near future.
- f. Community awareness campaigns are launched to educate commuters and other stakeholders.

2. Ministry of Culture, Sports & Youth Affairs

The following systems/channels are available to curb and combat the corruption and corrupt practices in the Ministry of Culture, Sports and Youth Affairs (Main):

- i. Internal check/audit is also conducted to find out any illegal and mal-practices in the Ministry's accounts.
- ii. Departmental Selection Committees are constituted to make appointments to various posts in transparent manner.
- iii. Purchase Committee has been set up to supervise all kinds of purchases of stationery and goods etc. in the Ministry.

The above channels, if used effectively in letter and spirit, may be useful to combat corruption and corrupt practices in the Government Departments.

3. Ministry of Defence Production

3.1 Pakistan Ordnance Factory (POF)

(E-mail: info@pof.net.pk)

Secretary POF Board

Points regarding Governance Initiative against Corruption

a. **Awareness of the Officers & Staff regarding Practices of Efficient and Economical Purchases.**

Detailed procedures on procurement has been issued. A manual of procedures is provided to every controlling officer to ensure complete awareness of the working officers/staff so as to make the procurement systems fully efficient.

b. **Check on Financial Matters.**

Financial powers, in a precise manner, have been delegated to Officers for purchases upto the value of Rs. 0.5 Million. Beyond value Rs. 0.5 Million cases are referred to FAOF for concurrence so as to ensure financial discipline in procurement.

c. **Transparent Procurements**

i) All the tenders are opened in presence of honest, competent and senior officers as under:

a) <u>Officer</u>	<u>Value of tender</u>
Officer Grade-17/18	upto Rs 10 M
Officer Grade 19	Exceeds Rs 10 M & upto 40 M
Officer Grade 20	Beyond Rs 40 M

b) All the tenderers are allowed to be present at tender opening time. Tenders are opened and rates are announced in their presence.

d. **Improvement in Procurement System.**

i) Procurement system is subject to continual improvement. Procurement of all major value items have been centralized since 31-07-2004 to make the purchases more efficient, economical and

- transparent.
- ii) Contracts are placed only against lowest and technically acceptable offers.
 - iii) **Elimination of middle man in procurement cases.** Now it is policy of POF to sign contracts only with manufacturers for supply of all major value stores. Agents and third party involvement is avoided. Accordingly steel items from Pakistan Steel, Peoples Steel Mill and cloth items from Textile Mills are procured directly and not through dealers. It has reduced the procurement cost.
 - iv) Monopoly element is avoided as far as possible. Sources of supply have been diversified. Stores, having large quantities and high value are split up between more than one suppliers at the lowest quoted price.
 - v) System of registration of the approved suppliers has also been improved to match it with the market conditions. Only capable, financially sound and security wise cleared suppliers are registered after proper verification of their capacity and location through ground checks and intelligence reports. Database of registered suppliers is updated continually. Inefficient firms are removed from the list. The firms found responsible for any misconduct or their credibility is proved suspicious, are black-listed debarring them from further business with POF or with any other department in Pakistan.
 - vi) **Information Service:** In order to avoid malpractices and the suppliers intention to have relation with incumbents in purchase sections to get information regarding coming tenders, POF has managed to provide first hand information to the suppliers, and publish Tender Bulletin on quarterly basis. This service has not only helped in mitigating un-authorized links of the supplier with Govt officials but also has generated healthy competition among suppliers and resultant decrease in rates.

e. **Selling - Commercial Item**

- i) POF sells its commercial item through its commercial window (WIL).
- ii) The selling is at competitive rates.
- iii) Open tender for genuine buyers and sufficient time of 2 weeks is given. Trumped buyers are not allowed to participate.

3.2. Submarine Rebuild Complex

(E-Mail: srcormara@hotmail.com)

The following practices are being followed to safeguard against corruption:

- a. Concerned verses of Holy Quran are recited in the morning assembly oftenly.
- b. Govt. rules/procedures are being followed strictly.
- c. Weekly lectures are delivered on the subject.

3.3 Military Vehicles Research & Development Establishment (MVRDE), Rawalpindi.

(E-mail: mvrde@isb.paknet.com.pk)

Following measures are taken to obviate chances of corruption:

- a. The cases are all processed through two tiers, namely DGMP and MoDP before final approval of Secretary (DP).
- b. Financial concurrence of all Development Work beyond Rupees three lac (which involves most of the cases) is also obtained from FA (DP) at MoDP.
- c. Audit of Development and Administration work is conducted regularly by Local Audit authorities as well as by a team detailed by the Director General Audit, Defence Services of Pakistan.

3.4 Heavy Industries Taxila

(E-mail: tech_dte@micro.net.pk)

Heavy Industries Taxila is a vital and sensitive Defence Production Organization which is engaged in manufacturing of heavy duty equipment for Pakistan Army like Main Battle Tank Al-Khalid, Al Zarrar, Armoured Personnel Carrier, Armoured Recovery Vehicles etc. No private / civilian person other than permanent bonafide employees or those having official business have access to the premises and employees within the restricted area.

Further, day-to-day transactions and other business are run within the frame-work of rules and regulations laid down by the Government. Financial Powers have been vested in heads of departments by the Board / Government and they are to be followed strictly in spirit.

In Heavy Industries Taxila, the following additional governance initiatives against corruption are being practiced:

- a. Quotations are not accepted through mail. Contractors are asked to put their quotations / offers in the quotation box personally.
- b. Commercial quotations are opened in front of all contractors to ensure transparency. In Free On Board contracts, a summary is presented to all contractors and price negotiations are held openly in presence of all the contractors.
- c. Contractors have no access to quality control staff. Inspection reports of received stores are prepared after consulting US Standards / Specifications and signed by senior officers of the project.
- d. Open management style is followed for transparency of information / decisions.
- e. All participants of tenders are allowed to witness the tender opening for transparency of award of contracts. Proposed contracts are sent back to user Project for re-confirmation of quantity and reasonability of lowest price and are finally approved by Heavy Industries Board.
- f. Inspection department is functioning under an independent system.
- g. Local audit is followed by test audit. All the bills of payments are pre-audited before payment by Controller of Military Accounts Department. An independent local audit office is functioning in Heavy Industries Taxila since its inception. Their object is to examine the payments and highlight the weaknesses to enable the management to improve its efficiency. The deficiencies / Weaknesses pointed out by the audit authorities are redressed by improving operational performance / service delivery.
- h. Complaints and queries of vendors are promptly responded to at the highest level.
- i. A foolproof system for purchases of items immediately required for production purposes has been evolved. There is a local purchase committee comprises a procurement officer, technical rep and store holding staff. They are responsible to purchase required items of higher standard from open market at cheaper rates.
- j. Heavy Industries Taxila has regular Budget & Accounts officers from Pakistan Military Accounts Department in all its factories. They are responsible to make those expenditures which are legally approved by the government and sanctioned by the competent authority. They are also responsible to watch the expenditures and point out grey areas if any for adopting remedial measures by the management.
- k. Inspection and functional testing of new equipment / stores is not handled solely by Quality Control Department. Instead, reps of concerned user shops also participate in the process of function testing and in case of material / chemical testing Central Quality Assurance Lab of HIT is involved and in some cases services of Laboratories of GHQ ITD Directorate are utilized.

4. Ministry of Economic Affairs & Statistics (Economic Affairs Division)

There is no Attached Department or Autonomous Body functioning under the administrative control of EAD which deals with the public directly.

However, all the initiatives of the Government for Good Governance are being implemented in letter and spirit to improve the working of the Government system in disposal of official matters promptly and in accordance with the Government's laid down instructions issued from time to time.

5. Ministry of Food, Agriculture & Livestock

5.1 Federal Seed Certification & Registration Department

E-mail: dg@pakistanseeds.gov.pk
akhlaq7@hotmail.com (DG's e-mail address)

Federal Seed Certification & Registration Department regulates the seed quality under the Seed Act, 1976 and the department is not involved in production, procurement, processing and marketing.

The system of seed quality right from crop inspection to seed testing and monitoring of seed quality in the market and at the port of entry for import/export, is well documented.

Minimum 5—10 percent field work and laboratory testing is checked by Regional Directors at provincial level and similarly by the designated team headed by Senior Director (Hqrs). In addition to this pre and post control trials are conducted to check the authenticity expertise of the departmental professionals. No complaint remains unattended at Regional and Headquarter level.

The above mentioned three steps system help to eliminate and check the germs of corruption.

5.2 Animal Quarantine Department

The Animal Quarantine Department is responsible for providing central certification services to the importers, exporters of animals and animal products of uniform standards to meet the international trade requirements. This is an international obligation.

The Animal Quarantine Department has already taken initiative to inform the general public, exporters, importers and their agents about the procedure for issuance of health certificates. The Animal Quarantine Department issues health certificate according to the requirements and zoo sanitary conditions of the importing countries. The Animal Quarantine Department informs time to time all the exporters and importers about the changes in requirements and procedures in the light of WTO Agreements on SPS and TBT etc.

The Animal Quarantine Department has set-up an information desk in its Head-Office at Karachi from where anyone interested to import and export of animals and animal products can get information on the following issues.

1. Collection of samples.
2. Time required by the laboratory to test the samples
3. Fee charged for testing of each sample and issuance of health certificates.

5.3 Pakistan Agricultural Research Council (Central Secretariat)

(E-mail: parc2003@isb.paknet.com.pk)

Accountability Cell in PARC has been established on 28-12-96 in pursuance of the instruction of cabinet conveyed to PARC by MINFAL on 15-12-96.

It is coordinating with NAB, FIA, and all Govt. agencies against corruption, employees involve corrupt practices and also disposing all internal cases reported to this section for redressal of grievances.

5.4 Marine Fisheries Department

There is no vigilance system/control mechanisms to combat the corruption in this Department since it is Federal Government Department and the action against corruption are taken under Government Rules/Regulations .In case if any complaint is received against any officer/staff it should be dealt with under "Removal from Service" (Special Powers) Ordinance 2000 (as amended) for taking action against corruption.

To ensure necessary steps against corruption, the officers having good reputation are being allocated duties of important nature of posts dealing with private firms/companies of fisheries sector.

5.5 Pakistan Central Cotton Committee

(E-mail: pccc@super.net.pk)

As for the governance initiatives against corruption, the following measures are exercised in the Pakistan Central Cotton Committee:

1. All the purchases or disposal of commodities are made by a Committee and not by an individual.
2. All the payments of any sort are made and received only through cross cheques / D.D.
3. Proper financial controls are exercised through periodical internal checks.
4. The funds demanded by Presiding officers of the PCCC Research Institutes or the Stations are properly scrutinized for justification.
5. Any complaint against any official should, however, be made direct to the Vice-President or the Secretary of the organization

5.6 Pakistan Oil Seed Development Board

(E-mail: podbisb@hotmail.com)

PODB follows a transparent mechanism of check and balance in all transactions and operational activities against corruption.

The sowing seed distributions and procurement of oilseed are made directly by seed companies and solvent industries. PODB also sells its own sowing seed of canola, which is sold at prefixed rates.

One case of embezzlement was detected recently and departmental inquiry against the culprit is undertaken under the rules.

5.7 Pakistan Agricultural Storage & Services Corporation Ltd (PASSCO)

PASSCO was established by the Federal Government under Companies Act, 1913/Ordinance, 1984. Its main function was to procure foodgrains particularly wheat from the growers at the support price announced by the Federal Government. Since its inception PASSCO is acting as Support Price Implementation Agency for the said purpose. In this regard various articles are required during the Wheat Procurement Operation such as Gunny Bags, Tarpaulins and Pesticides etc. and to streamline the smooth and transparent purchase of the said items, Standing Operating Procedures (SOPs) have been prepared and all cases are processed in accordance with the SOPs.

For purchase of the above mentioned items, a Commercial Wing has been established in the Corporation under the direct administrative control of Managing Director (MD). On receipt of Indent from the concerned Wing, Commercial Wing invites tenders through advertisement in the country-wide press media. On receipt of tenders from the tendering parties, a Tender Committee consisting of nine officers (4 of Grade-20, 3 of Grade-19 & 2 of Grade-I8) open the tenders in presence of the tenderers or their representatives. Having processed each tender, recommendations are made to the MD by the Tender Committee. After due deliberations, once the Tender is approved by the MD, supply order is placed on the successful tenderer. At the time of receipt of consignments and to ensure the quantity and quality, the stocks are checked by the Committees constituted specially for this purpose headed by a Grade-19 officer. By implementing the above-mentioned procedures and to make the whole deal a transparent one, all efforts are made to eliminate corruption.

5.8 Agricultural & Livestock Products Marketing and Grading Department

(E-mail: dalpmg@apollo.net.pk)

To eliminate chances of corruption this department has taken certain initiatives such as:

1. All the tenders are opened before the representatives of the suppliers who wish to be present at the time of opening of tender. The quotation and rates are scrutinized and evaluated by purchase Committee formed by the department.
2. The Department arranges placement of advertisement for various vacant posts in the leading newspapers.
3. Besides, all procurements over and above the prescribed limit are made by inviting open tenders through newspapers. Those steps have been taken to eliminate chances of corruption and bring about transparency in the working of the Department.
4. The functions and the activities of the Department have been sent to MINFAL for placement on the official website of the Ministry.

6. Planning & Development Division

In addition to the conventional tools for combating corruption Planning & Development division has devised its internal system to uproot corruption. Anyone may approach Secretary, Planning & Development Division in writing pointing out the corruption of its functionary if there is any. Such petitions are welcomed subject to the condition that no deliberate attempt is made just to disgrace any functionary.

7. Ministry of Health

7.1 National Institute for Handicapped

E-mail: nihcaped@isb.comsats.net.pk
national.institute.for.handicap@gmail.com

National Institute for Handicapped is hospital-based organization where all procedures are strictly observed as laid down in the government instructions in a transparent way to avoid any illegal practices:

- a. A purchases committee has been constituted to check and regulate all the matters as regards procurement.
- b. Physical verifications of all the items is carried out once in a year.
- c. Procurement are made strictly observing the laid down procurement procedures.
- d. Consultancy and test fees are charged as per approved rates and authentic receipts are issued by Accounts.

7.2 Tuberculosis Centre, Asghar Mall Road, Rawalpindi

(E-mail: tbc@comsats.net.pk)

F.G TB Centre, Rawalpindi is providing medical facilities to TB patients throughout the country. It has internal mechanism of checks & balances through which the dealing and behaviour of staff with patients is monitored. In case of any misconduct by staff member, strict disciplinary actions are taken against the accused as per existing rules. Besides this the following initiatives have also been taken in the best interest of patients: -

- a. Established complaint cell for patients
- b. Installed signboards “NO Bribe for Work”.
- c. Installed signboard “ Due rights of patients”

7.3 National Institute of Health

(E-mail: edoffice@apollo.net.pk)

This institute as its own initiative has constituted several committees in the departments where purchases or public money is involved to control the corruption or corrupt practices. The detail of such committees is as under:

- i. Market Survey Committee

- ii. Purchase Requisition Scrutiny Committee
- iii. Purchase Committee
- iv. Bill Scrutiny Committee
- v. Vetting pre Audit & Statuary Audit in Finance Division
- vi. Periodical annual checkup of Accounts of NIH
- vii. Physical Verification of Stores
- viii. Placing of Complaint Boxes on Public Places
- ix. Tender / Quotation opening Committee

7.4 National Council for Homoeopathy

(E-mail: nchpakistan@hotmail.com)

The National Council for Homeopathy is a body Corporate constituted under Unani Ayurvedic and Homoeopathic Practitioner Act, 1965 to regulate the qualifications and to provide for the Registrations of Practitioners of Unani Ayurvedic and Homoeopathic Practitioners.

The Council affairs are being run by income-generated sources through admission, examination and registration fees, except nominal grants from Government of Pakistan for the purpose of administrative expenses.

However, Council has taken the following steps to control the corruption.

- i. Powers have been shared between two officers, where financial matter is involved, so that one officer may not bargain with the citizen.
- ii. Control of Secrecy Branch of Examinations has been shared between Controller of Examinations and Registrar. Any change / amendments, if required are being made with dual signatures.
- iii. Feeding of Result has been shared between Controller of Examinations and Incharge of Secrecy Branch. Any change, in computer, if deemed necessary are being made with dual signatures.
- iv. The Council is not making major purchasing. Doors of Registrar & President's NCH offices are kept open during office hours for general public and to keep strict watch on office staff.

7.5 Pakistan Medical Research Council

(E-mail: pmrc@isb.comsats.net.pk)

Pakistan Medical Research Council is an autonomous body, under the administrative control of Ministry of Health. Major function of Council is to organize, coordinate and promote scientific research in medical sciences and public health.

The Council has established Research Centers in both the undergraduate and postgraduate medical institutions in the country, which are involved in carrying out research work as well as diagnostics laboratory services are being provided by some of the research centers.

Each PMRC Center is headed by responsible officer of BS-19 (Research Director or PRO) who is responsible to address any complaint and intimate to the Head Office, which is monitoring the activities of Research Centers. The Executive Director who is the Chief Executive office and monitors such activities. Besides this the council also under takes internal audit of the centers.

8. Ministry of Industries, Production & Special Initiatives

(E-mail: mind@isb.paknet.com.pk)

8.1 Utility Stores Corporation of Pakistan (Pvt) Limited

(E-mail: usc@topnet.com.pk)

The Corporation has taken following governance initiatives against corruption:

- a. Audit of Utility Stores is carried out regularly on quarterly basis. Schedule of such audit is intimated to all concerned well in time.
- b. A surprise Audit of each Utility Store is also carried out quarterly.
- c. Special Audit/Surprise inspections of the stores are also carried out by the Area Managers, Audit Officers, Regional Managers and teams of Head Office.
- d. Audits/Inspections mentioned above facilitate in checking:
 - i. Any over charging by Store Incharge from the public. For this the public can tally the receipt issued to them. The rates of each item are also displayed on the racks where the items are placed.
 - ii. Whether the customer has been given correct number of items or not as against the payment made by him. The customers are always at liberty to count the items received, their sizes etc before leaving the store.
 - iii. Whether the rates of the items are correct or otherwise. For this the customers can check the same from weighing scale placed at the store.
 - iv. Whether the customer gets genuine & items or otherwise. For this the customers are given free liberty to check their genuineness.
 - v. To ensure that the items being sold at subsidized rates are sold to the genuine customers, and that the same are not sold out to the shopkeepers in bulk.
- e. A suggestion/complaint book is placed at each store for the customers. Their suggestions and complaints are noted by the officers concerned visiting the store and suitable actions-are taken accordingly.

All the above measures help in detecting corrupt practices. Strict disciplinary action is taken against the employees found involved in corruption.

8.2 Pakistan Steel

(E-mail: chairman@paksteel.com.pk)

Anti-Corruption and Accountability Cell

Preamble

The rate of corruption all over the Pakistan is aggravating the complete society day by day, almost all public departments / organization / institutions are badly affected. There are certain existing provisions of law in Pakistan for the prevention of corruption.

According to the provision of Estacode the Heads of Division / Department / Organization / Corporation have been made fully responsible for rectifying and punishing corrupt officials working under them. They are also required to provide a list of suspected corrupt officials whose activities should be watched vigilantly and also to watch the conduct of their subordinates to ensure that corruption does not spread among them.

Keeping in view the provision, as laid down in the Estacode relating to the Anti-Corruption measures, separate Anti-Corruption and Accountability Cell were required to be constituted by all the Head of Divisions, Organizations, Corporations to address the issue of corruption and corrupt practices indulge in by their staff.

Corrupt Practices

Seven different sets of circumstances by which a holder of a public office, or any other person, is said to commit or to have committed the offence of corruption and corrupt practices

1. If he accepts or obtains from any person or offers any gratification directly or indirectly, other than legal remuneration, as a motive or reward.
 - (a) for doing or for-bearing to do any official act:
 - OR**
 - (b) for showing or forbearing to show, in the exercise of his official functions, favour or disfavour to any person.
 - (c) Or rendering or attempting to render
 - (i) any service or
 - (ii) disservice to any person.

2. If he accepts or obtains or offers any available thing without consideration, or for consideration which he knows to be inadequate,
 - (a) from any person whom he knows to have been, or likely to be,

- (i) concerned in any proceeding or business transacted or about to be transacted by him, or
 - (ii) having any connection with his official functions or
- (b) from any person whom he knows to be interested in or related to the person so concerned.
3. If he dishonestly or fraudulently misappropriates or otherwise converts for his own use, or for the use of any other person, any property entrusted to him, or under his control, or willfully allows any other person so to do;
 4. If he by corrupt, dishonest, or illegal means, obtains or seeks to obtain for himself or for his spouse and / or dependents or any other person, any property, valuable thing, or pecuniary advantage;
 5. If he any of his dependents or benamidars owns, possesses, or has any right or title in any movable or immovable property or pecuniary resources disproportionate to his known sources of income which he cannot reasonably account for;
 6. Misuse his authority so as to gain any benefit or flavour for himself or any other person, or to render or attempt to do so;
 7. If he has issued any directive, policy, or any SRO (Statutory Regularity Order) or any other order which grants or enables any concession or benefit in any taxation matter or law or otherwise so as to benefit himself or any relative or associate or a benamidar.

Formation of Accountability Cell in Pakistan Steel

In view to control the deteriorated situation, policies against corruption have been launched in various Government and public organization. Similarly the need of such a forum in Pakistan Steel was also unavoidable, thus Management of Pakistan Steel have established an Accountability Cell in 1997 under the directive of Ministry of Industries and Production, Government of Pakistan.

Anti-Corruption and Accountability Cell (AC &AC) of Pakistan Steel

Subsequently on the directive of FIA Headquarter, Islamabad to establish Anti-Corruption and Accountability Cell for the close supervision to monitor corrupt activities of employees, Accountability Cell has been renamed as Anti-corruption and Accountability Cell (AC&AC) on 15-02-2002. AC&AC was established to deal with the corruption cases and play focal role as coordinating agency with outside agencies like FIA, NAB.

The main objectives of AC & AC are as under:

- (i) Provision of information / documents / record of the officials concerned pertaining to the cases, required by the Government Agencies.
- (ii) To keep close liaisoning in connection with the Pakistan Steel cases of corruption / fraud / irregularities pending trial or under investigation with FIA, dealing advocate and Accountability Court / High Courts /Anti-Corruption and Court.
- (iii) To process the cases of corruption activities of employees of Pakistan Steel when they.
 - a. Assumed style beyond his known sources of income; OR –
 - b. A persistent reputation of being corrupt, or
 - c. Being engaged or is reasonably engaged in subversive activities and his retention in services in prejudicial to National Security or is guilty of disclosure of officials secreta to any unauthorized person; OR
 - d. Been found to have been appointed an extraneous ground in violation of Law and relevant rules.
 - e. Indulged in nepotism, favouritism, victimization and willful abuse of office.

3. The credible information or written complaint from any corner is the basis of emanation of a case, for which the role of Administration and Personal (A&P) Department, Audit Department, Account Department, Industrial Relation (IR) Department and Security Department have the pivotal role. AC & AC is a coordinating agency and responsible to coordinate and monitor departmental action and where it is required to be sent to the outer agency cases are to be referred through MOIP & SI after having being approved by the Competent Authority.

4. All the transactions, procurement inductions and marketing (Sales) are being done as per a prescribed transparent policy.

5. Following adequate steps have been taken to facilitate the general public, private / public organization and dealers as well, to avoid any irregularity and further strengthen our transparent polices:

- i.** Pakistan Steel releases a comprehensive report on the website pertaining to the availability of their each and every product with marketing / sales department or sold to the dealers.
- ii.** Pakistan Steel has signed an agreement / MoU with M/s Transparency International (TI) there upon T.I has offered to monitor the procurements by Pakistan Steel.

8.3 Engineering Development Board

(E-mail: edb@edb.gov.pk)

The major functions of Engineering Development Board (EDB) are to strengthen engineering base of the country and integrate it with the global market. In this context EDB strives to facilitate key players in engineering sector to enable them to become star performers in the international market with the prime objective of increasing exports.

The budget of EDS largely constitutes of salaries and wages bill. However, the money spent on purchases, repair, maintenance and transport etc. is sanctioned as per government rules and procedures laid down by Public Procurement Regulatory Authority (PPRA). All transactions are quite transparent and executed in the light of powers delegated to officials by the EDB Board.

8.4 National Fertilizer Corporation of Pakistan (Pvt) Ltd

(E-mail: info@nfc.gov.pk)

NFC being an entity engaged in the manufacturing of fertilizer has no role in extending direct services to the general public. However with a view to obviating any chances of corruption within the organization, strict control/vigilance is being exercised to monitor the activities of the employees. In case of any instances of corruption/malpractice, the concerned employee, regardless of his position in the organization, is properly proceeded against and penalized under the Rules/existing laws.

8.5 Small And Medium Enterprise Development Authority (SMEDA)

(E-mail: helpdesk@smeda.org.pk)

SMEDA is a policy-advisory body for the Small and Medium Enterprises (SME). There only interaction with the public at large is regarding the provision of advisory service through the helpdesks, these services are free of cost and are advertised in the newspaper regularly.

SMEDA also has a website on which most of the information required by an SME is posted and is updated regularly. In case an SME needs further clarification of the information given or is not able to access the website, the information is disseminated through the helpdesks and the Regional Business Centers free of charge.

SMEDA however strictly follows open and transparent procedure in recruitments or procurement of any goods. Tenders through press are invited for procurement and SMEDA follows the Public Procurement Regulatory Authority (PPRA) Rules 2004. Similarly in recruitment strict merit is observed once we receive application in response to press advertisements.

SMEDA is a relatively small organization and senior management team meets weekly to assess the performance.

8.6 State Engineering Corporation (Pvt) Ltd

(E-mail: state@isb.paknet.com.pk)

The companies of State Engineering Corporation are manufacturing units and not public departments which are normally engaged in public dealings. Therefore, the bribe first, work later situation is not prevalent in the units. Nevertheless, all the companies have proper procurement and payment systems to ward off chances of corruption. Besides, these companies are subject to regular internal audit, statutory audit by external auditors and government commercial audit. Still, if any employee is found guilty of any financial irregularity or corruption, strict disciplinary action is taken against him as per provisions of (Removal from Service) Special Power Ordinance-2000.

8.7 Department of Explosives

The Department of Explosives is an Attached Department of the Ministry of Industries, Production and Special Initiatives. The Department has taken various steps for good governance initiatives against corruption so as to eliminate this menace from the society. In this regard the Department of Explosives has taken the following solid steps:

- A Cell has been established in the Head Office and all circle Offices of the Department to look after such cases and take immediate remedial measures.
- In charge of the cell keeps an eye on the activity of the employees of the Department.
- A notice board has been installed at the entrance of the Department with the advice to approach the Chief Inspector of Explosives in case of any grievance.
- All the visitors are strictly advised not to give any illegal gratification to any one in the Department.

8.8 Export Processing Zones Authority

(E-mail: info@epza.gov.pk)

EPZA Service Rules regarding “Efficiency and Discipline”

CHAPTER-VI (PART-II)

Efficiency and Discipline

Grounds for Penalty:

Where an employee in the opinion of the Authority;

- a. is inefficient or has ceased to be efficient; or
- b. is guilty of misconduct; or
- c. is corrupt, or may reasonably be considered to be corrupt because;
 - i) he is, or any of his dependents or any other person through him or on his behalf is in possession (for which he cannot reasonably account) of pecuniary resources or of property disproportionate to his known sources of income; or
 - ii) he has assumed a style of living beyond his ostensible means; or
 - iii) he has a persistent reputation of being corrupt; or
 - iv) is engaged, or is reasonably suspected to being engaged, in subversive activities, or is reasonably suspected of being associated with others engaged in-subversive activities or is guilty of disclosure of official secrets to any unauthorized person, and his retention in service is, therefore, prejudicial to national security or interest of the Authority.

The competent authority may impose on him one or more penalties.

Penalties:

1) The following are the minor and mayor penalties, namely;

a) Minor Penalties.

- i) Censure;
- ii) Withholding for a specific period, promotion or increment, otherwise than for unfitness for promotion or financial advancement, in accordance with the Rules or orders pertaining to the service or post;
- iii) Stoppage, for a specific period, at an efficiency bar in the time-scale, otherwise than for unfitness to cross such bar;
- iv) Recovery from pay of the whole or any part of any pecuniary loss caused to the Authority/ Zone(s) by negligence or breach of orders.

b) Major Penalties.

- i) Reduction to a lower post or time scale, or to a lower stage in a time-scale;
 - ii) Compulsory retirement;
 - iii) Removal from service and
 - iv) Dismissal from service.
- 2) Removal from service does not but dismissal from service does, disqualify for future employment.
 - 3) In this Rules, removal or dismissal from service does not include the discharge of a person;
 - i) Appointed on probation, during the period at probation or in accordance with the probation or training Rules applicable to him; or
 - ii) Appointed, otherwise than under a contract, to hold a temporary appointment, on the expiration of the period of appointment; or
 - iii) Engaged under a contract, in accordance with the terms of the contract.

Inquiry Procedure:

The following procedure shall be observed when an employee is proceeded against under these Rules:

- 1) In case where an employee is accused of subversion, corruption or misconduct, the authorized officer may require him to proceed on leave or with the approval of the Authority, suspend him provided that any continuation of such leave or suspension shall require approval of the Authority after every three months. During such suspension, a subsistence grant of 50% of basic pay will be admissible to the employee.
- 2) The authorized officer shall decide whether in the light of facts of the case or in the interests of justice an inquiry should be conducted through an Inquiry Officer or Inquiry Committee. If he so decides the procedure indicated in Rule-62 shall apply.
- 3) If the authorized officer decides that it is not necessary to have an inquiry conducted through -an Inquiry Officer or Inquiry Committee; he shall;
 - i. by order in writing, inform the accused of the action proposed to be taken in regard to him and the grounds of the action; and

- ii. give him a reasonable opportunity of showing cause against that action.
- 4) On receipt of the -report of the Inquiry Officer or Inquiry Committee or, where no such officer or committee is appointed, on receipt of the explanation determine whether the charge has been proved. If it is proposed to impose a minor penalty he shall pass orders accordingly. If it is proposed to impose a major penalty, he shall forward the case to the "Authority" alongwith the charge and statement of allegations served on the accused, the explanation of the accused, the findings of the Inquiry Officer or Inquiry Committee, it appointed and his own recommendations regarding the penalty to be imposed, the competent authority shall pass such orders as it may deem proper.

62. Procedure to be observed by the inquiry officer and inquiry committee:

Where an Inquiry Officer or Inquiry Committee is appointed, the authorized officer shall:

- 1) Frame a charge and communicate it to the accused together with statement of the allegations explaining the charges and of any other relevant circumstances which are proposed to be taken into consideration.
- 2) Require the accused within a reasonable time, which shall not be less than seven days or more than fourteen (14) days from the day the charge has been communicated to him, to put in a written defence and to state at the same time whether he desires to be heard in person.
- 3) The Inquiry Officer or the Committee, as the case may be, shall enquire into the charge and may examine such oral or documentary evidence in support of the charge or in defence of the accused as may be considered necessary and the accused shall be entitled to cross-examine the witness against him.
- 4) The Inquiry Officer or the Committee, as the case may be, shall hear the case from day to day and no adjournment shall be given except for reasons to be recorded in writing, however, every adjournment with reasons thereof, shall be reported forthwith to the authorized officer. Normally no adjournment shall be for more than a week.
- 5) Where the Inquiry Officer or the Committee, as the case may be, is satisfied that the accused is hampering, or attempting to hamper the progress of the enquiry, he or it shall administer a warning, and if thereafter he or it is satisfied that the accused is acting in disregard of the warning, he or it shall record a finding to that effect and proceed to complete the enquiry in such manner as he or it thinks best suited to do substantial justice.
- 6) The Inquiry Officer or the Committee, as the case may be, shall within ten days of the conclusion of the proceedings or such longer period as may be allowed by the authorized officer, submit his or its findings and the grounds thereof to the authorized officer.
- 7) The competent authority may call for record of any case pending before or disposed off by the authorized officer and pass such orders in relation thereto as it deemed fit.

Rule not to apply in certain cases: -

Nothing in rule-61 shall apply to a case:

- a) Where the accused is dismissed or removed from service or reduced in rank, on the ground of conduct which has led to his conviction by court and a sentence of fine or of imprisonment; or

- b) Where the Authority competent to dismiss or remove a person from service, or to reduce a person in rank, is satisfied that, for reasons to be recorded in writing by the Authority,- it is not reasonably practicable to give the accused an opportunity of showing cause.

Appeals:

An employee on whom a penalty is imposed shall have such right of appeal as may be prescribed under EPZA Service (Appeal) Rules, provided that where this penalty is imposed by order of the Board, there shall be no appeal but the employee concerned may apply for review of the order.

S. No.	Employee of Authority	Authorized Officer	Authority
1.	Employees in Grade E-III to E-V (BPS—18 to 20)	Director of EPZA	EPZA Board of Directors
2.	Employees in Grade E-I and E-II (BPS-16 and 17)	Secretary, EPZA/ GM (Nominated by Chairman, EPZA)	-do-
3.	Employees in Grade S-I to S-V (BPS-2 to 15)	Deputy General Manager or Manager	-do-

9. Ministry of Petroleum & Natural Resources

(E-mail: info@mpnr.gov.pk)

9.1 Sui Northern Gas Pipelines Limited

(E-mail: raia@sngpl.com.pk)

SNGPL is committed to provide maximum gas connections each year under its annual development programme in the towns, cities and villages in the provinces of Punjab and NWFP. There is a capping on the number of connections to be provided each year due to financial and operational constraints including availability of gas. The Company follows a strict merit policy of first come first served basis under its formal domestic connection policy. However, those interested to have out of turn connection need to pay additional urgent fee as prescribed by OGRA.

In order to facilitate the applications for gas connection, SNGPL has Consumer Service Centres operating in all of its Regional Offices and Sub Area Offices, where applications for new connections are directly received by the Company's staff. General public needs to be advised to avoid interaction with unscrupulous people posing as facilitators and offering help to assist in expediting gas connections. Since the entire information for gas connections is available at the Consumer Service Centres, any middlemen need to be discouraged.

Complaint Resolution Procedure

As Sui Northern Gas Pipelines Limited aims to provide its valued consumers and others with the highest standards of service. However there may be an occasion when they feel there is a bonafide grievance and a just complaint. If so, there is complaint resolution procedure in place. The company looks into each complaint individually and ensures that the applicant receives a quick, fair and courteous response to any grievance and complaint.

1. Complaint Response Centres

For immediate action, the Company has established complaint response centers/consumer centers in all Regions and Sub Regions to cover 2.2 million domestic, 38,000 commercial and 2,700 industrial customers in the villages and towns of NWFP and Punjab Provinces. Besides other means, most of the leakage related complaints are handled by the trained staff on telephone 119 help line round the clock. Complaints are properly registered in these centers and immediately referred to the concerned sections for corrective remedial action.

2. Complaint/Disputes Resolution Procedures

- v) All complaints should normally be sent in the first instance to the concerned Regional Office to which these relate to.
- vi) The complaint relating to the Compression and Projects Departments should be addressed in the first instance to the respective General Manager based at the Company's Head Office.
- vii) Complaints relating to the Transmission Department should be addressed to GM (Transmission) based at the Company's Head Office.
- viii) Complaints relating to department not represented in the Region should be sent to the respective heads of department based at Head Office.

3. Nature of Complaint:

Any aggrieved person may submit an application to the Company setting forth in brief:

- a) Any action or commitment of the Company or its staff in violation or alleged violation of rules or any applicable law.
- b) Non-compliance by the Company with the appropriate service standards in the areas including but not limited to:
 - i) Billing;
 - ii) Connection and disconnection of service;
 - iii) Metering;
 - iv) Undue delay in providing service;
 - v) Safety practices;
 - vi) Over head leakages (mostly low pressure leakages);
 - vii) Underground leakages (high pressure leakages);
 - viii) Replacement of meters, regulators and meter couplings etc;
 - ix) Pipeline ruptures;
 - x) Re-location/shifting of high pressure and low pressure lines;
 - xi) Uplifting buried pipelines/service valves;
 - xii) Sticky meter replacements;
 - xiii) Theft of gas;
 - xiv) Delay in providing gas;
 - xv) Repair of damaged valve pits and valve pit covers;
 - xvi) Provision of proper earth cover and repair/re-instatement of trenches;
 - xvii) Land disputes;
 - xviii) Billing and metering complaints/disputes;
 - xix) Contracted work;
 - xx) Staff behaviour;
- c) Alleged discriminatory practices by the Company.

4. **Application Requirements:**

An application may be submitted;

- a) in the specified format to this Procedure with complete supporting documents; or
- b) on plain paper having all necessary particulars of the complainant, written in Urdu or English together with all relevant documents in support of the allegation.
- c) The application submitted should include consumer number, NIC number (alongwith copy of NIC) as well as address and telephone numbers of the applicant.
- d) Submitted within a period of:
 - a) 90 days from the date the complainant first became aware of the occurrence of the incident; or
 - b) Any other period as may be extended by an authorized official of the Company

5. **Company's Procedure for the Resolution of Complaints**

All complaints lodged by the general public or consumers are given due consideration. For proper action priorities are assigned according to the nature of the urgency of the complaint. As an acknowledgement, a complaint number is assigned to the complaint. All gas leakage complaints are attended immediately by standby emergency crews, which are available in the Regional/Sub Regional Consumer Service Centres /Complaint offices, without any delay. Other complaint are referred to the sectional heads for their appropriate action on a daily basis or the next working day if these are received after office hours.

6. **Initial Assessment:**

- 1) The Company shall complete its assessment of the application within a reasonable time not exceeding 15 days outs receipt.
- 2) The Company may reject the application if:
 - a) it does not meet the requirements of para 4 above;
 - b) it concerns matters outside the jurisdiction of the Company;
- 3) If the Company:
 - a) reject the application, it shall notify the complainant in writing and provide reasons for its rejection; or if it
 - b) accepts the application, it shall:
 - c) forward the application to the concerned officer for further action; and notify the complainant.

The response from the Company shall be comprehensive stating the true factual position in relation to the complaint and to the extent the position warrants, may include matters set out below:

- a) action taken while addressing the complaint;
- b) reasons for its actions and lack of satisfaction by the complainant;
- c) any proposed remedy; and
- d) any other factor relevant to the application.

7. Complaint Resolution:

(i) The concerned officer prior to reaching his conclusion may take other reasonable steps to deal with the application including:

- a) arrange a meeting between the complainant and the concerned staff;
- b) inspection of any site;
- c) require additional information or any record relevant to the complaint, from the complainant; and
- d) to require a meeting with the complainant, and/or ask for further evidence or request the complainant to participate in any related enquiry/ investigation proceedings.

(ii) In order to redress the grievance of the complainant in a satisfactory manner, the conclusion drawn by the concerned officer shall be sent to the concerned departmental head for his input. After receiving the said input, he will communicate his decision to the complainant in writing.

8. Appeals:

If the complainant is not satisfied with the decision taken as above then, within thirty days of the decision, he may appeal against the decision to the Managing Director at the Company's Head Office, 21-Kashmir Road, Lahore. The Managing Director may nominate an executive or constitute a committee to hear the appeal.

9. Obligations of customers/complainant

- b) Provision of full details of the complaint;
- c) Provision of his complete address alongwith telephonic contact, consumer number (if a consumer of gas) and copy of NIC;
- d) Full cooperation with the Company if an enquiry is initiated against the staff; and
- e) Provision of documentary evidence where possible.

9.2 Larkha Coal Development Company Ltd

(E-mail: lcdcl@pk.netsolir.com)

In LCDC, regular fortnightly review meeting with the officer and staff are being held stressing to work in transparent manner and in case of any deficiency, LCDC takes action accordingly for improvement.

Accounts of the LCDC are audited firstly internal Audit Department of LCDC, secondly by the Chartered Accountants as per Companies Ordinance, 1984, on recommendation of audit report, management takes all remedial measures/ steps as per suggestions.

9.3 Pakistan Mineral Development Corporation

(E-mail: pmdc@isb.comsats.net.pk)

In PMDC, good governance practices have already been started through circulars and meetings. In the regular monthly review meetings with the heads of departments and heads of projects and in general meetings with other employees, the MD, PMDC has been stressing the need to follow the code of conduct and code of ethics with special reference to the following points:

- Demonstrate courtesy, respect, honesty and fairness.
- Conduct business in compliance with all rules/laws.
- Comply with all accounting rules and controls and pre/post audit.
- Perform assigned duties to the best of ability and make decisions without personal gains.
- Employees will be personally accountable for corporation funds.
- Comply with safety, health and security regulations.
- Be dependable organizational citizens and, safeguard the interest of PMDC/government.
- Point out corruption complaints, if any, for strict action against the corrupts.

Affairs of the Corporation are audited firstly by Internal Audit Department of PMDC which works directly under the supervision of MD, PMDC. Secondly, the affairs are audited by the Government Commercial Audit. Thirdly, the affairs are also audited by the Chartered Accountants as per Companies Ordinance, 1984.

A Board Audit Committee has also been constituted which examines the Internal Audit Reports and takes appropriate action against the irregularities, if any.

9.4 Sui Southern Gas Company Limited

(E-mail: info@ssgc.com.pk)

To raise the awareness level of general public, Sui Southern Gas Company has taken following measures:

- Official Meetings with Chamber of Commerce and Industry
- Physical visits to different sites/industrial zones
- Khuli Kacharies- To address customer concerns
- 119—24 hours helpline
- MD's Complaint Cell
- Department of Government & Public Affairs
- Surveillance & Monitoring Department

MD's Complaint Cell and Department of Government & Public Affairs work directly under supervision of the Managing Director SSGC to solve and hear the issues and grievances of the customers. To control and eradicate gas theft as well as to monitor the working of SSGC employees, Surveillance & Monitoring Department plays a vital role by conducting surprise visits and onsite raids.

To lodge complaint in case of unsatisfactory service the contact numbers of the concerned Senior Officers and emergency helpline (119) are posted on Company's website, monthly gas bills as well as on the print media printed and advertised from time to time.

9.5 Pakistan Petroleum Limited

(E-mail: info@ppl.com.pk)

It is a fundamental policy of Pakistan Petroleum Limited (PPL) to conduct its business with honesty, integrity and in accordance with the highest ethical and legal standards.

In this regard all employees of PPL are required to adhere to the provisions of the Code of Business Ethics (Code) which is also a condition of employment in the Company. The Code expresses the principles of business ethics and is intended to assist all employees in meeting the high standards of personal and professional integrity required of them.

Accordingly, PPL employees must not give or receive bribes or other payments, which are intended to influence a business decision or compromise independent judgment; nor must any employee give money in order to obtain business for the Company, nor receive money for having given Company business to an outside agency.

As a control measure all employees are required to give an Annual Compliance Certificate. Furthermore, necessary actions are underway to look into the possibility of posting the Code on the official web site.

9.6 Oil and Gas Development Company Limited

(E-mail: ogdclmd@isb.comsats.net.pk)

Governance initiatives taken by OGDCL to control corruption

- Strict delegation of powers is exercised.
- Matters exceeding limits of powers delegated are put up for approval of the Board of Directors.
- To augment the internal control function and make it more effective, the Board has approved revised Term of Reference of Internal Audit Department, which is headed by an independent auditor who reports directly to the Board.
- As a mandatory requirement to be met by Companies listed at the Stock Exchange, OGDCL has taken all necessary steps to comply with the Code of Corporate Governance notified by the SECP.
- Policies for material issues have been reviewed.
- Company's Statement of Ethics and Business Practices is finalized and approved by the Board.
- Purchases and Services have been streamlined through proper time-frame and planning.
- All Ex-post facto approvals have been done away with, as they are not in line with practices of good corporate governance.

9.7 Pakistan State Oil Company Limited

PSO's participation in the drive through its zero-tolerance policy against corruption in its dealings with its internal and external customers and all the stakeholders.

'Business Principles & Ethics Policy'- which has been in operation since the induction of good governance in the organization and was formally launched on July 1, 2004, making it mandatory for every employee to sign a pledge to abide by the rules in letter and in spirit. Any deviation from the provisions attracts strict disciplinary action, leading to disqualify from service.

'Partnering Against Corruption: Principles for Countering Bribery'- an initiative launched by the World Economic Forum (WEF), Switzerland with Transparency International, Germany and the Basel Institute on Governance, Switzerland. PSO is a member of WEF and fully supports this initiative.

The 'PACI Principles' (as this initiative has come to be known) provide companies around the world practical guidance and a reference point for developing their own implementation policies and procedure for countering Bribery.

Total compliance to these **Principles** has also been made mandatory in their areas of responsibility by each employees, business partner and stakeholder in all their dealing with the organization.

10. Ministry of Labour, Manpower & Overseas Pakistanis

(Overseas Pakistanis Division)

Overseas Pakistanis Division is a newly created Division'- established in September 2004 and actually been functioning since December 2004. This Division aims at providing better services to Overseas Pakistanis through improved facilities at airports, setting up suitable schemes in housing, education and healthcare sectors; facilitating the rehabilitation of returning Overseas Pakistanis, besides ensuring that Community Welfare Attaches (CWAs) maintain close links with them to help resolve their problems and locate new job opportunities for intending Overseas Pakistanis.

Overseas Pakistanis Foundation (OPF) is the only autonomous organization under this Division where a considerable number of citizens pay visits for fulfillment of their legitimate work or to receive requisite services by them. The OPF has taken various initiatives in the recent past for having good governance and to extend services to the general public in a transparent manner.

A Complaint Cell for Overseas Pakistanis (CCOPs) was established in the Ministry of Labour, Manpower & Overseas Pakistanis in June 2001 under the directive of the then Chief Executive of Pakistan for redressal of genuine grievances/problems of overseas Pakistanis. The Senior Joint Secretary in the Overseas Pakistanis Division has been nominated as the focal point to receive and process these complaints with the concerned quarters. During the financial year 2004-05, 1940 complaints were received from different countries. Most of these complaints have been resolved while the remaining complaints are under process with the quarters concerned through the focal points appointed by the Federal and Provincial Governments/concerned Departments/Agencies for resolution.

This Division is in the process of taking initiatives for promotion of good governance in the following areas:

- i) I.T. Ministry is currently working on establishing Website for all the Divisions including this Division. This Division will pursue the case with IT Ministry to expedite the establishment of website for this Division. If there would be long delay, Overseas Pakistanis Division will consider establishing of Website on its own expenses. Structural setup, functions and other associated information will be given on website of the Division;
- ii) People will be made well aware about the designated focal point person in the OP Division through website;
- iii) The designated focal point officers will be directed to render one time advice to the aggrieved/needy parties to submit necessary information to obviate embarrassment/ frustration of the general public; and
- iv) A centralized monitoring system will be developed; by creation of a Section in the OP Division where a copy of action by each Wing /autonomous body on individual grievances will be sent to make the system more transparent.

10.1 Overseas Pakistanis Foundation

E-mail: info@opf.org.pk
complaints@opf.org.pk

The main objective of the OPF is to advance the social welfare of the Pakistanis working or settled abroad and their families in Pakistan by identifying their problems and contributing to their solutions. This organization was established in July 1979 as a company Limited by the Guarantee of Govt. of Pakistan. This Foundation works under the administrative control of Overseas Pakistanis Division, Ministry of Labour, Manpower & Overseas Pakistanis.

The OPF has taken initiatives in the recent past for good governance and to bring transparency in the operations of the organization which are given as under:

i) Transparency in OPF

OPF has been made more responsive to the needs of overseas Pakistanis by introducing complete transparency in its operations and by referring cases involving mal-administration and other irregularities to FIA/NAB.

ii) Establishment of Internal Audit Division.

OPF has established an Internal Audit Division headed by a General Manager, recently appointed from Audit & Accounts Service of Government of Pakistan. The main purpose of this Division is to maintain checks & balance and internal vigilance on the system to combat the corruption/mal-administration.

iii) Participation of Overseas Pakistanis in the affairs of OPF:

The Overseas Pakistanis of four regions i.e. Middle East, Europe, USA, Canada and Far East would be given representation on the Board of Governors of OPF to make the working of OPF more effective and transparent.

iv) Constitution of Task Force.

The Board of Governors has constituted a task force under the Chairmanship of Minister of State for Overseas Pakistanis Division to review and monitor the progress/performance of different schemes of OPF regularly.

v) Regular Visits of Higher Authorities:

Regular visits by Federal Minister for Labour, Manpower & Overseas Pakistanis and Minister of State for Overseas Pakistanis Division are made to various housing schemes and other projects arranged to review their progress and efficiency.

vi) Hiring of Professional Staff:

Professionally qualified staff has been hired to manage and complete the work on various housing schemes in time.

vii) Regular Meetings of BoG:

Regular meetings of the Board of Governors of OPF are convened to review the progress/performance of OPF.

viii) Anti Corruption Committee:

An Anti Corruption Committee headed by a General Manager has been set up within the organization to handle the complaints of corruption.

10.2 Bureau of Emigration & Overseas Employment (BE&OE)

(E-mail: bureauemig@isb.paknet.com.pk)

- i. In Bureau of Emigration & Overseas Employment (Headquarters) and all its regional offices open door policy has been adopted. General public or any Government functionary can visit and see any of the officers during office hours without any obstruction.
- ii. For getting permission of overseas demand submitted documents by Overseas Employment Promoters are scrutinized and finalized the same day i.e. the permission is granted or otherwise decided the same day by Protector of Emigrants. Similarly in Bureau (Hqs) permissions referred by Protector of Emigrants are also disposed off expeditiously.
- iii. Foolproof system for registration of intending emigrants recruited by Overseas Employment Promoters in the Protector of Emigrants offices has been devised to avoid delay, corruption and bribery by depositing the passports after registration the same day.
- iv. For the convenience of public the direct employment visa holders are given their passports same day after registration.
- v. Efforts have been made to introduce one window operation in all Protector of Emigrants offices. However, due to certain limit of the Banks which deposit certain

dues / fees, and NADRA (which gives NICOP). The intending emigrants have to get their offices before registration of Protector of Emigrants. These difficulties can be removed by directing Banks and NADRA to provide this facility as is being provided by State Life Insurance Corporation in the premises of Protector of Emigrants Offices.

- vi. Scrutiny of all documents is carried out by the Protector of Emigrants at sight and documents are returned instantly to the bearer with advice.
- vii. Any aggrieved person against any OEP or official may see the incharge of the office i.e. Protector of Emigrants or Director General anytime during office hours for redressal of his/her grievances.
- viii. Complaints against OEPs are dealt promptly according to rules.
- ix. Public at large is dealt with politely, nicely and guided accordingly to raise the image of the Government.
- x. The Pakistan Overseas Employment Promoters Association and Media have their own role of watching the working of Protector of Emigrants and Bureau's (Hqs).
- xi. Transparency is being observed at all levels in the offices of Bureau and its regional offices.

10.3 Overseas Employment Corporation (OEC)

(E-mail: overseas@comsats.net.pk)

- i. All the requirements for vacancies received from foreign employers are invariably advertised in the press as well as placed on the website of Corporation www.oec.gov.pk as per requirement of the employer for information of the General Public.
- ii. In the advertisement interested candidates are being asked to submit their application directly to the offices of the Corporation situated at Islamabad, Lahore, Karachi, Quetta and Peshawar instated of any unauthorized person / agent.
- iii. Selection against the posts advertised by the Corporation for foreign employment is being carried out by the representatives of the employers and no officer from OEC or any agent is involved in it.
- iv. The Corporation has established a Vigilance Cell in the OEC Head Office headed with BP-17 officer for attending the complaints of the General Public.
- v. From time to time, it is notified in the Press that Overseas Employment Corporation has neither appointed / nominated any agent within the country or abroad nor has authorized any of its employee to operate / conduct business outside its office premises. The general publics are being advised to avoid all kinds of dealing with persons representing

themselves as agents / employee of the Overseas Employment Corporation outside the office premises of the Corporation and grabbing money from the people in the garb of providing them foreign employment.

11. Ministry of Religious Affairs, Zakat & Ushr

The Ministry of Religious Affairs plays an important role in coordinating Hajj operations, facilitating visits of zaireen to India. Also the Ministry carries out research and reference work relating to the cause of Islam alongwith collection and distribution of Zakat.

During the year 2004-05, following steps have been taken which can rightly be termed as good governance initiatives against Corruption

1. Website

The Ministry of Religious Affairs, Zakat & Ushr is fully cognizant of the role of computer as a tool for dissemination of information to the stakeholders. It has thus developed a Website (www.hajjinfo.org.pk) which has catered the requirements of the Civic Society. Important information of significance has been made available on the website of the Ministry which hitherto had been denied and was subjected to undue classification so far. Now perspective Hujjaj have been facilitated through this Website.

2. Special Initiative in Hajj Administering

It is the policy of the Government for ensuring private participation in the execution of Government policies; hence it associated private organizers in line with the Saudi Government policy. Therefore, it has been decided to raise the quota of private organizers from 53,000 to 60,000. These organizers have been given full liberty for facilitating Hujjaj at the optimum level. The Ministry's role has been minimized to assist and monitor the performance of the organizers.

3. Propagation of Government Policies

For projecting Government policies in the changed geo-political scenario with special reference to religious compulsions versus desired international obligations, this Ministry fully utilized the services of Ulema & Mashaikh, scholars being "Change-agent" in the Society and arranged meetings, seminars and conferences to suggest solutions for fighting against terrorism, extremism, sectarianism and above all presenting Islam as a religion of tolerance and peaceful co-existence. In this regard, an International Conference of Ulema & Mashaikh was held on 16th September, 2004 at Islamabad by the World Council of Religion; an organization of private sector, in collaboration with this Ministry. The President of Pakistan presided over the conference with participation of foreign as well as local delegates.

4. Computerization of Zakat

The Government is striving for alleviation of Poverty through the Zakat institution. For this purpose, various rehabilitation schemes have been implemented through release of sizeable

financial grants amounting to Rs.10, 922.041 million. Hitherto, the process of collection and distribution of Zakat system remained un-noticed by the general public. For transparency of the whole system, this Ministry has initiated computerization of Zakat System through the assistance of World Bank. This process would enable transparency, aimed at bringing out the 'have-nots' class out of poverty nexus

5. Facilitation of Zaireen

7. In order to promote fraternity, peace, and fostering friendly relations between Pakistan and India, visits of Zaireen play a key role. Government of Pakistan, with concerted efforts and composite dialogue with India, has succeeded in enhancing the number of shrines from 5 to 13 and number of Zaireen from 1350 to 3000.

6. Umrah Policy

Performance of Umrah is a ritual, which is practiced by the Muslims. In order to mitigate their sufferings in the performance of Umrah, the subject of Umrah which hitherto has been the subject of Ministry of Tourism has now been entrusted to this Ministry. In order to institutionalize the Umrah Policy, this Ministry has initiated dialogue with the stake-holders, such as Securities and Exchange Commission of Pakistan, Tourism, Airlines, financial institutions and Private Sector and has finally succeeded in formulating policy through Private Sector. Finalization of mechanism and policy for registration of Umrah operators is on the anvil in coordination with Saudi Government.

7. Registration of Deeni Madaris

In the backdrop of September 11 incidence, to bridge the widening gulf between the two streams of Education through integration of religious and general education, the Deeni Madaris have been given the pivotal role to introduce the general education alongwith Deeni Education. As a first step, the Registration of Deeni Madaris has been added to the Societies Registration Act, 1860 making Registration of Deeni Madaris as mandatory by 31- 12-2005.

12. Ministry of Information Technology (IT & Telecom. Division)

12.1 IT & Telecom (Main Ministry)

E-mail: minister@moitt.gov.pk
stateminister@moitt.gov.pk
secretary@moitt.gov.pk

- i. All vacant positions for recruitment and requirements of goods and services are advertised in the press and also placed on web page.
- ii. All purchases of store, stationery and other items are being made through advertisement and after meeting codal formalities to make the process completely transparent.

12.2 E-Government Directorate

(E-mail: contact@e-government.gov.pk)

Electronic Government Directorate does not deal with the citizens. Its main works is with the Federal Ministries or Departments for the implementation of the projects entrusted to it by the Government. However, makes purchases of Hardware / Software and related services from the market. EGD is, however, very strictly following PPRA Rules / Regulations and other government instruction to keep the process completely transparent.

12.3 Pakistan Software Export Board

(E-mail: info@pseb.org.pk)

PSEB believes the best way of controlling corruption is that all advertisements, selection processes, selection committees, short-listing and finally selected firm (details of financial as well as technical proposals) should be placed online. This allows other bidders to examine the entire process and relate to any project that has been awarded.

13. Ministry of Defence

Pakistan civil Aviation Authority has submitted its good governance initiative against corruption:

13.1 Pakistan Civil Aviation Authority

(E-mail: dadmin@caapakistan.com.pk)

Since March 2002, Investigation & Implementation (I&I) branch has been functioning in CAA with assigned duties of Anti Corruption for ensuring measures of Corruption / irregularities. Investigation & Implementation branch is responsible to monitor and keep the DG CAA informed directly by I&I branch on proper observance and implementation of the laid down procedures and system in various departments, particularly the system related to financial discipline, revenue, stores and purchases, any activities prejudicial to the interests of CAA and about the state of discipline and moral of employees.

14. Ministry of Education

14.1 Federal Government Public School, Hyderabad Cantt

The following governance initiatives have been prepared as precautionary measures at this school:

- i. All the employees/staff are directed to inform the Principal if any kind of corruption is witnessed at school level and that his/her name will not be disclosed to any one else.
- ii. All the employees/staff are realized that eradicating corruption from our society/ country is utmost responsibility of all of us and in this connection general awareness level of this public must be raised by every one of us.
