

Pakistan's National Anti Corruption Strategy: Background, Status, Opportunities and Challenges

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This paper will begin by giving the background and rationale for the formulation of the National Anti Corruption Strategy (NACS) for Pakistan along with a historical overview of the anti-corruption effort since pre-independence days. In the second part, it will describe the process of formulation of the NACS, the phases it passed from inception through to finalization and formal approval by the Government. Some of the major recommendations would also be listed sector-wise. The third part will review the recommendations that have so far been implemented and would cover the present status of the Strategy. It would also mention the areas that are in focus for the next two years. The fourth and last part will try to bring out the opportunities that are there for a more effective implementation of NACS and the challenges that it is faced with, both in the present and into the future.

Background and Historical overview

For an anti-corruption drive to be successful anywhere, there must exist an anti-corruption strategy to govern it, structure it, drive it and above all provide the direction and shape that it must take to succeed. Unfortunately in Pakistan, as in many other countries, anti-corruption strategy has historically been deemed synonymous with anti-corruption enforcement.

Pakistan inherited the Prevention of Corruption Act (PCA) at Independence in 1947. The 2nd World War had led to an immense increase in procurement-related corruption and the first ever anti-corruption agency was created under the PCA called the Special Police Establishment. Corruption was now a cognizable offence.

The surge that started never really subsided. Neither did awareness about the issue. Following the PCA 1947, laws like the Public Representatives (Disqualification) Act 1949 and the Elected Bodies (Disqualification) Ordinance 1959 were promulgated. However, they were perceived as tools of political victimization and failed to bring about a meaningful impact in containing corruption.

Anti-corruption agencies have also been created ever since independence. The West Pakistan Anti Corruption Establishment 1961 created the provincial Anti Corruption Establishments (ACEs). The Federal Investigation Agency (FIA) replaced the Pakistan Special police Establishment (PSPE) in 1975. The Ehtesab Bureau was instituted in 1997

augmenting the Ehtesab Commission of 1996. The Bureau was entrusted with investigation of corruption while the Commission had to prosecute it.

The above initiatives, though well-meaning, did not bring about a meaningful improvement in the situation where corruption kept consistently raising its ugly head and the agencies were growingly perceived to be its victims themselves. The perception of their being tools in the hands of political masters for victimization also never subsided. These institutions therefore, fast lost credibility and public trust so imperative for an anti corruption drive to succeed.

In 1999, the National Accountability Ordinance was promulgated which created the National Accountability Bureau (NAB) as the supreme anti-corruption agency of the Federal government. The NAB had the defunct Ehtesab Bureau as its predecessor and inherited from it some of the major and high profile cases that it investigated and prosecuted in subsequent years. By far the NAB's track record at making a real dent into corruption is the best making accountability a plausible and possible scenario for public office holders and private individuals alike.

However, till 2002, Pakistan's anti-corruption crusade had been enforcement-based, and as pointed out earlier, thought synonymous with an anti-corruption strategy. By this time the realization had grown strong enough that given the endemic nature of corruption and the failure of past efforts to contain the menace, there was a need to rethink and come up with a comprehensive and holistic approach to combat the menace.

This is not to say that such initiatives have been totally non-existent in the past. A Special Committee for the Eradication of Corruption was set up in 1961. 1987 saw another such attempt in the Committee for the Study of Corruption. Both these attempts proved inadequate as the political will and support, so vital to the success of such an endeavour, dwindled fast and the recommendations made never really got translated into reality. One fundamental principal that got established out of the past failures, however, was the absolute requirement of ownership and commitment of those at the helm if any strategy for combating corruption has a change of success.

NACS — Objectives, Process, and Recommendations

Having traced historically the anti-corruption efforts and the need for a holistic approach to fight corruption, we will now delve into the formulation of the National Anti Corruption Strategy (NACS) of Pakistan. We will begin by describing the objectives of the NACS, the process followed for its formulation and the different phases it passed through till completion and formal approval by the Government for implementation.

The purposes of the NACS were to:

- o Undertake a review and assessment of the causes, nature, extent and impact of corruption in Pakistan;

- o Develop an integrated framework for tackling it with focus on prevention along with enforcement; and
- o Create an implementation action plan for containment of corruption.

An assessment of the causes and impact of corruption was needed to begin with. This was necessitated by the realization that despite the similarity of the general nature and causes of corruption across countries, differences in peculiar local conditions and ground realities in different regions and cultures would entail diverse remedies and solutions tailored to local needs. These differences would also govern the degree of emphasis on certain measures more than others in different settings. Also the stress on a certain approach to combating corruption would be different from country to country depending on how rampant and deeply entrenched corruption is.

The first phase of the Strategy formulation process, therefore, was to determine the nature and causes, extent and impact of corruption through a participative methodology. The process involved elaborate stakeholder consultations ranging from the President of Pakistan down to ordinary folks in slums. It included ministers; bureaucrats; clerks; traders; industrialists; women's groups, etc. The process consisted of several hundred meetings; one on one interviews; workshops at the federal, provincial, and district levels; and focus group discussions. The consultation process received an overwhelming response. The primary output of the NACS exercise was not, therefore, just a written report but the coming into creation of a broad based coalition of stakeholders committed to uprooting the evil. This part of the strategy can, therefore, justly claim to represent the views and will of the people of Pakistan.

The constitution of the NACS Project Team itself was an exercise in participation in that it consisted of government officers from a range of Ministries and Departments. Constituting a team of indigenous officers was important since the consultation process envisaged had not only to have representation from different public sector organizations but had to have the cultural and lingual mix necessary to undertake it throughout a country with diverse languages, cultures and traditions. This mix came in handy at places like Peshawar, Kohat, Quetta, and other remote areas. This is, however, not to undermine the contribution made by the international consultants that the project had the benefit of engaging.

The consultation process preferred the direct interaction mode because of the obvious benefits of face-to-face interaction to other methods like surveys, questionnaires, etc. The idea behind this preference was that it would elicit the real response that the Team was looking for. Without this personal touch in communication it is difficult to generate the requisite genuine and honest reaction.

A second important reason for selecting this mode of communication was the need to identify the future change agents and champions of reform that could later on be engaged in the implementation phase. This could not have been possible without the personal interaction that the Team engaged in.

A strong desire to make the consultation process truly participatory and inclusive was however, the real motivation. And as proved later, the participatory approach did in fact make people associate with the Strategy. The general level of literacy and the limited access to the media and related forms of communication also necessitated the direct interaction mode that the Strategy adopted.

The Project Team also consulted a range of documents and material available on the subject, benefited from existing anti-corruption toolkits, and studied the prevalent international best practices in the first phase. In the second phase, the writing process was initiated though the consultations never really stopped and continued in parallel. The mode however, differed in that the emphasis shifted to focus group discussions with experts to firm up the findings and to seek guidance from. Talks given by experienced specialists proved really useful during this stage. Provincial and district level workshops conducted were also a highlight of this phase.

The third phase was of the Strategy development. A large federal level workshop bringing together more than three hundred national and international experts was the high point of this stage. The purpose was to debate the draft Strategy developed in the second phase before it could be presented to the Government for approval. The discussions held during this two-day workshop greatly helped to refine and firm up the draft Strategy. It may be mentioned here that as demonstrated above, the consultation process never stopped during the six months of Strategy formulation, it only changed modes i.e. from consulting general stakeholders it moved to soliciting experts' opinion.

The NACS is structured around the pillars of the National Integrity System, a concept borrowed from the Transparency International and adapted to local needs. This concept entails that a country's national integrity system comprises of pillars or sectors, which if operating with high standards of transparency, accountability and effectiveness, support each other and will in turn help maintain high standards of national integrity and low levels of corruption. Each pillar will act as a watchdog on at least one other and will support each other in keeping the desired level of integrity. These pillars are:

- o Legislature and the political system;
- o Executive;
- o Public accountability bodies: Auditor General; Public Accounts Committee; and the Ombudsman;
- o Anti corruption agencies;
- o Legal system and judiciary;
- o Media;
- o Civil society; and
- o Private sector.

The strategy is woven around three strands:

- o Through education and awareness, develop a society that is effective against corruption;
- o Through a preventive model, reduce need and opportunities; and
- o Through stronger accountability mechanisms, deter greed.

Based on the above, a comprehensive action plan was prepared which constitutes Pakistan's National Anti Corruption Strategy. Brief highlights of the recommendations developed for each sector, in the light of the causes diagnosed, are given below.

Legislative/Political

This is the first integrity pillar addressed. Unless there is collective will of politicians, a sustainable good governance model within a democratic system will remain elusive. NACS calls for:

- o Public commitment by politicians towards meaningful accountability and anti corruption
- o Introduction of democratic processes and transparency in the political parties
- o Prevention of excessive interference in executive functions
- o Enhanced effectiveness of parliamentary standing committees to ensure monitoring and accountability of the executive by the parliament

Executive

Given the size of the executive, the largest set of recommendations pertains to this sector. A few of those are:

- o Payment of a living wage
- o Meritocracy and training for quality human resource
- o Rationalization of discretionary powers and the reduction of excessive and intrusive regulation
- o Improved internal controls and accountability

Public Accountability Bodies (Ombudsman, Auditor General, Public Accounts Committee/s)

These institutions must play a critical role in maintaining an environment of robust public sector accountability. The objectives should be to rejuvenate the public accountability bodies, enhancing their capacity to hold the government accountable on the way it spends and manages public resources and for its performance.

Anti-Corruption Agencies

A strong institutional and legal anti-corruption framework needs to be established which must continuously be seen by the public to be working in a transparent and non-partisan manner. The mechanism would facilitate the enforcement of the law fairly, transparently and most of all with integrity.

Legal System and the Judiciary

Significant reforms are needed if the justice system is to fulfill its essential function in society. The objective should be to cleanse the judiciary and the legal system especially court officials and the legal profession of the widely perceived taint of pervasive corruption. The courts must be transformed from being a major contributor to the problem of corruption to become a significant agent for its elimination.

Media Strategy

While the government should provide an enabling environment for the media to grow and perform their functions, the media must respond by becoming more responsible and by creation of self-accountability mechanisms. The main objective should be to play an effective role in representing the people in demanding a clean government.

Civil Society

Mechanisms should be developed that could ensure public participation to fight corruption at different levels. There is need to allow for the development of a civil society that demands clean government, the government has to endeavour to create a vigorous civil society by welcoming it as a partner in the fight against corruption.

Private sector

The most critical issue is that of consumer protection as there is no comprehensive legislation governing consumer rights. The other issue is that of documentation wherein a participatory approach for the documentation of the economy will lead to increased transparency of the business activity.

Implementation of the NACS is the responsibility of the stakeholders. Each pillar/sector of the National integrity System is responsible to review its working in the light of the recommendations and make changes accordingly. The mechanism approved by the government consists of an Implementation Committee comprising of senior public managers, representatives of media, academia, Non Governmental Organizations (NGOs) and members of the business community. The Chairman of the NAB heads the Committee.

Implementation status and Future focus

Implementation of the NACS though slower than desired, did move on at a steady pace in the initial phase. Despite less than enthusiastic participation by many of the stakeholders, some of the achievements so far include:

Awareness and Education

o Promoting awareness through the education sector

Public and private school systems have been engaged in the drive to sensitize students about the causes and ill effects of corruption on national development and on the life of an individual. Major activities include conferences/workshops of educational professionals; interactions with students at secondary school level; painting and essay writing competitions for students at both school and college levels. Senior students from colleges and universities have been incorporated in the conferences, workshops and seminars held. Mention must be made of the wholehearted support and participation of the Ministry of Education, Private school systems and the Punjab Text Book Board.

As a result of these interactions, anti-corruption themes have been introduced in the latest editions of the textbooks published for students at different levels.

o Employment of Media

Media campaigns require a consistent, continuous and long drawn effort making it budget intensive.

NACS was introduced through commercials on all major TV channels. Three major talk shows on different TV channels dedicated episodes to discussions and debate on corruption issues (namely 'Such To Yeh Hai', 'Pachas Minute', and 'Mujahid Tonight'). Two drama serials have been produced and aired (one being shown currently on ATV by the name of 'Sill' the other one was named 'Kaante'). Motivational songs have also been produced and aired. Members of the NACS Implementation Committee Secretariat have also been invited over in different talk shows on various channels on TV and Radio.

Print media has also been consistently employed for the launch and subsequent awareness about the NACS and the anti-corruption drive in general. The advertisements attempted to move the public sentiment against corruption on the one hand, and induced certain public and private sector organizations to put their house in order by being more vigilant against corrupt practices in vogue in those entities, on the other. Newspapers have also been publishing articles on the issue of corruption on a regular basis to help keep it in public focus continuously.

o **Civil Service Training Institutions**

The civil service training institutions like the Civil Services Academy, National Institute of Public Administration and the Pakistan Administrative Staff College are involved. Anti-corruption themes/courses have been introduced in training modules. Research and lectures on similar themes have also been instituted in the training programmes of these elite civil service institutions.

o **Surveys**

Two small-scale surveys were carried out in 2004 to determine the shape and direction of the Awareness Campaign. Planning for a larger, more comprehensive survey to assess the level and impact of corruption on the lives of ordinary people and specific sectors of society has been complete for sometime though the process has not been initiated so far. Once accomplished, this survey would serve the purpose of providing a baseline with which the entire anti corruption drive could later be compared through subsequent surveys.

o **Conferences and Seminars**

Several conferences and seminars have been organized in the last four years. Two of the more noteworthy are described briefly. The International Conference on UN Convention against Corruption was organized in April 2004. The purpose of this Conference was to gather heads of anti-corruption agencies, representatives of international organizations, and leading anti-corruption experts to follow up on the UNCAC, which opened for signature in December 2003. A key purpose of the Conference was to develop an understanding of the UNCAC and pave the way for possible ratification by different countries.

The second conference was more regional in its focus and was on the theme of Combating Corruption in South Asia, held in November 2004. The focus this time was on corruption and its linkages with poverty and culture. Heads of regional anti-corruption agencies and leading experts participated and expressed their views on the subject with possible remedies and the way forward.

Being an active member of the ADB-OECD Anti Corruption Action Plan, Pakistan also hosted the 'International Seminar on Meeting International Standards' in 2005. Delegates from the member states of the Action Plan attended the three-day seminar.

Prevention

o **Revision/overhauling of the Income/Assets Declaration System for Public office holders**

A substantial achievement of the NACS implementation was the evaluation and revision of the income/assets declaration system for public servants. NAB's experience at enforcement had clearly established that the inadequacies in this system have effectively been utilized by corrupt public office holders to hoodwink the system and get away with concealing the proceeds of crime. The system previously was paper based and maintained manually, making it very difficult and cumbersome to monitor the changes taking place in the assets/wealth acquired by public office holders.

Accordingly, a computer based asset declaration proforma has been developed in collaboration with the Central Board of Revenue's Automation Company (PRAL) and the Establishment Division, along with its monitoring mechanism. Under the new system, the reporting period for the declaration has been aligned with the date of filing of Income Tax returns for the purpose of uniformity. As an incentive, the requirement to obtain prior permission for purchase and sale of any asset valued beyond a certain limit has been done away with.

The Election Commission has also implemented the income/asset declaration regime for elected representatives and now they are liable to file their declarations on an annual basis.

o **Remuneration of public servants**

One of the major findings of the NACS was that the corruption of need induced by non-provision of a living wage was the prime reason for public servants to indulge in corruption. Accordingly, a concept paper on the issue was compiled and forwarded to the Pay and Pension Committee for consideration. Some effect to the recommendations in the paper was given by the Committee. There is however, a need for further rationalization of pay packages of public servants keeping in view the market realities.

o **Preventive study for the Pakistan Post Office Department**

In February 2005, a mega financial fraud was unearthed in the pension payment system to military personnel at the General Post Office (GPO), Peshawar. Details revealed that fraud in pension payments were taking place in nearly all Pension Disbursement Offices and was not restricted to the Pakistan Post only. As a result, a study for the prevention of corrupt practices was undertaken in the GPO, Peshawar wherein a detailed examination of their rules, regulations and processes was undertaken and amendments suggested. Savings of over a hundred million rupees were achieved as a result.

o **Strengthening of Anti Corruption Agencies (ACAs)**

One of the recommendations of the NACS was to strengthen ACAs in general and the NAB in particular being the anti-corruption arm of the federal government. This recommendation called for improvements through organizational restructuring and enhanced functional capacity of the NAB. A Small Scale Technical Assistance (SSTA) was provided jointly by ADB and DFID for restructuring/strengthening of the NAB. The Consultant's Report on Policy, Organization and Structure Review of the NAB made a set of recommendations, the most important of which are:

- o Revision of Policy and Operating principles
- o Formulation of table of Delegation of Powers
- o Defining job descriptions
- o Preparation of Manual of Operations and Standard Operating Procedures for all NAB functions
- o Conduct of training Needs Assessment and development of Training Modules
- o Instituting Management Information, Operational Information and Intelligence Collation Systems
- o Developing indigenous Technical Support and Surveillance Capability
- o Instituting Physical, Electronic and Information Security Systems
- o Enhancement of Human Resource/budget for the NAB

Most of the above recommendations have been implemented and have greatly improved the investigative, prosecutorial and management capabilities of the NAB.

o **Islamabad Traffic Police (ITP)**

Need to study the systems and processes of the ITP was felt for quite some time. NAB Team therefore, has been working together with the ITP to study the several complex systems within the ITP. These include:

- o Traffic accident investigation
- o Permit and license issuing
- o On-street enforcement
- o Imposition of authority and sanctions, including fines and arrest
- o Duty and shift allocation
- o Performance assessment and promotions

Recommendations are being firmed up for a phased implementation.

o **Ethics Retreat for the Federal Cabinet**

An Ethics Retreat was organized for the Federal Cabinet in February 2005 with the active support of the President and the Prime Minister. At the end of the one-day Retreat, the Cabinet issued a declaration titled 'Governance in the 21st Century'. In addition, a Ministerial Committee was formed to recommend reforms in the administrative, political, judicial and accountability systems. Four sub-committees were subsequently formed for more detailed deliberations in the above areas. Recommendations/findings of these committees are still awaited however.

o **Reform of the Housing sector**

The housing sector constitutes an important engine of growth in most economies. Given its potential, it often falls prey to fraudulent behaviour of the unscrupulous elements. Many people have lost their hard earned life savings at the hands of these elements. A joint study was, therefore, undertaken by the NAB along with the public and private sector actors involved in the development of land and housing sectors to develop safety mechanisms and regulatory controls to rectify the situation. Consequently, the federal Ministry of Housing and Works has constituted a committee to initiate reforms in this sector. Government of Punjab has also been a partner in this endeavour.

o **Reform of the Defense Procurement system**

The size of defense procurement is generally very large. This necessitated that the system should be improved enough to be sufficiently transparent and clean. Several interactions with the Ministry of Defense and the Joint Staff Headquarters (JSHQ) have taken place. Recommendations have not been firmed up as yet.

Focus Areas 2007-09

Awareness

- o Continued interaction with students, civil servants, parliamentarians on corruption and its ill effects
- o Holding of Essay Writing, Painting and Poster Competitions for college students in collaboration with provincial Education Departments
- o Arranging visits of school/college/university students to the NAB offices
- o Visit of NAB officers to schools/colleges/universities for talks and question/answer sessions
- o Declamation contests
- o Publishing of books on the importance of ethics and morals
- o Engaging CSOs and NGOs to promote formation of an anti corruption NGO/CSO
- o Organize talk shows on Radio/TV
- o Produce plays for the TV

- o Issue magazines/pamphlets/public service messages, etc.

Prevention

- o Formulation of a Corruption Vulnerability Index of Federal Government organizations
- o Strengthening of internal controls in prioritized Federal Ministries and Provincial Departments
- o Monitoring and Regulatory Framework for prevention of corrupt practices and enforcement of Code of Ethics in public and private sectors
- o Preventing corruption in service delivery organizations
- o Preventing corruption in high-risk/high-budget development projects
- o Contract management evaluation – selected high-risk areas
- o Strengthening of accountability framework at the Local Government level

Opportunities and Challenges

Lastly, we will discuss some of the challenges and opportunities that the NACS faces. Most of these could be a challenge and an opportunity depending on how they are viewed, tackled and addressed.

Sustaining political will would constitute the biggest challenge for the continued implementation of the National Anti Corruption Strategy of Pakistan, as it would be for any NACS in any country. As shown by experience elsewhere this is often something, which makes or breaks it. The same can be stated for any reform agenda.

Rampant corruption can be viewed as both a challenge and an opportunity. It is an opportunity in that the wider its spread, greater is the chance to effectively dent it. Corruption has been on the rise in the last few years in Pakistan, especially at the lower and middle levels as depicted by some of the perception surveys. Containing it presents a huge challenge and as contended earlier, it is viewed by some as an opportunity since it has created abhorrence of the malaise by becoming so endemic that it can serve as an impetus for decision makers to act effectively.

Parallel to the rise in the levels of corruption is the stark fact that there is a definite **lack of anti-corruption expertise**, which presents itself as big challenge in Pakistan. From an enforcement point of view the situation has improved somewhat since the number of skilled and sufficiently experienced investigators is on the rise. But from the perspective of corruption awareness and especially prevention, the situation remains almost unchanged. There is a clear need to build expertise in these two areas if the three pronged holistic approach of combating corruption is to succeed in Pakistan.

Public perception also presents itself as both a challenge and an opportunity. Eroding public perception of the anti-corruption drive presents itself as a huge challenge. Corruption in Pakistan, for that matter in any country, cannot be defeated by the ACA alone. Active support of the whole community is essential. An important principle of its

operations must, therefore, be that public trust is crucial to the development of public support and thus to the success of the drive. Conversely, if the ACA loses the support of public, it will have failed. Furthermore, public support is essential to its ability to withstand political attack and interference. Therefore, everything that an ACA does must ensure that public support is not alienated. The challenge of its erosion, therefore, should supply an opportunity to do more and give increased momentum to the anti corruption drive.

Comprehensive anti-corruption legal framework i.e. National Accountability Ordinance (NAO) 1999 presents itself as an opportunity though some of its much debated provisions like Voluntary Return (VR) and Plea Bargain (PB), constitute a challenge too.

The NAO provides an effective legal cover to investigate and prosecute all acts and shades of corruption and corrupt practices. For the first time in the history of Pakistan offences like willful loan default and cheating public at large have been criminalized and successfully prosecuted.

Certain provisions of the Ordinance, however, pose a serious challenge in that the general public very often perceives them as being misused in their application. In fact these constitute as the two provisions (VR and PB) that have tarnished NAB's public perception the most. This is not just due to the potential of misuse that they could sometime put to but also due to inadequate explanation provided to the public on the way these operate under the law.

Upcoming elections are both a challenge an opportunity. If the anti-corruption agenda is somehow picked up by major political parties in the country, it can make a real difference to the implementation of what the Strategy recommends. On the other hand, if this does not happen, the Strategy might suffer a big blow and even the existing pace of its implementation could be in jeopardy.

The exclusion of certain segments of the state and society (**Judiciary and Armed Forces**) from the ambit of NAO also poses itself as a challenge. There are arguments both for and against as to why they should or should not remain out of the purview of NAB but it has adversely affected public perception about the overall anti corruption drive in the country.

Low levels of remuneration in the public sector presents itself as a major challenge to combating corruption at least at the lower and middle levels. The NACS assessment phase of the causes and nature of corruption also brought it out as the main reason for corruption at those levels. Experience has shown that whatever the degree of harshness of anti-corruption laws, human ingenuity always finds a way to hoodwink them. It was, therefore, one of the major recommendations of the NACS that public sector employees must be provided with a living wage if corruption has to be tackled in a meaningful way on a long-term basis. Low remuneration will, therefore, continue to be a challenge to the anti-corruption drive in the country.

The ongoing **Civil Service reforms** are a good opportunity to integrate the recommendations of the NACS. Growing emphasis on training; promotion related exams; development of specializations; integrity checks, etc are some of the good features that are attempted to be built in the reform process.

Weak provincial Anti Corruption Establishments (ACEs) and laws are a challenge to anti-corruption in Pakistan. The relatively lesser punishments of cognizable offences as compared to those provided in the NAO, and lack of independence and autonomy of the ACEs are major causes of that. The NACS did recommend looking into these weaknesses with a view to remove them and create linkages between the NAB and the ACEs but it has not been the case so far. This area remains a sensitive issue in view of the questions of provincial autonomy and independence of the provinces to undertake anti-corruption the way they deem fit.

Non-institution of the accountability mechanisms as provided in the local government system and the **less than envisaged level of public participation** at the local government level are major challenges to anti corruption at that level. Institutions like the Citizen Community Boards and Public Safety Commissions are mostly non-existent. Public participation in development planning and spending is at a minimum, making it easy to collude and connive for the few involved in the process. Perception, therefore, is strong which views most local governments hit with the malaise of corruption. The challenge is to contain the lopsided implementation of the Local Government Ordinance wherein maximum powers have been devolved to the local level with minimal introduction of the safety mechanisms designed in the system.

Conclusion

We began by historically tracing the anti corruption effort in Pakistan, discussed the need and process of NACS formulation along with some of the priority recommendations it made, gave a status report of NACS, areas in focus for the next two years, and finally looked into some of the challenges and opportunities the NACS is faced up with. To conclude it would be pertinent to reemphasize that a national anti-corruption strategy reflects the will and desire of the people of any country and the only true key to its implementation of it also lies with the people and the community. It is only they who can keep it on the agenda of the decision makers at all levels by a constant demand for a clean and responsive set up.
