

Accountability Incubator:

Impact Report 2019

Pakistan



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Background

This Impact Report is based on data collected from exit interviews conducted in March 2019 with accountapreneurs from both program cohorts in 2016 and 2017. Data was also collated from an impact survey conducted with both the 2018 and 2019 cohorts in July 2019. Out of 12 alumni, 6 people participated in our Exit interviews with a further 6 accountapreneurs participating in our impact survey.

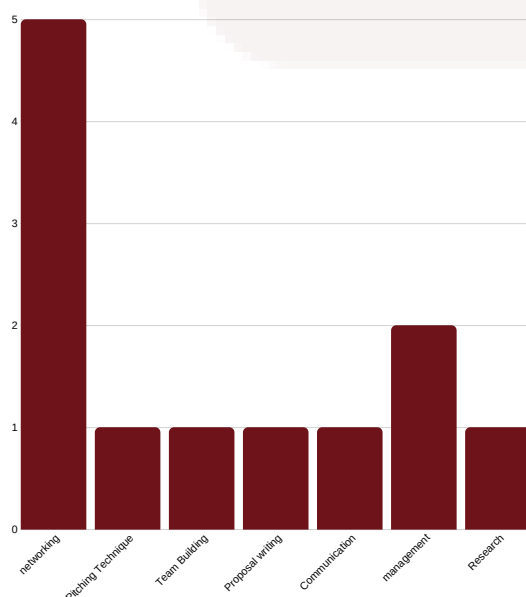
The Accountability Incubator is a training and support program for young civil society leaders who have creative ideas for promoting accountability in their communities. Each year, Accountability Lab selects "accountapreneurs" who embody the values of integrity, humility, collaboration and innovation for a one-year mentorship, training and networking program where participants receive capacity-building support to grow their organizations.

The program was launched in Pakistan in 2016, where Accountability Lab recognized six accountapreneurs. An additional six accountapreneurs were added to the second cohort in 2017, and in 2019, 2 cohorts will graduate as the Accountability Incubator transitions from a 2-year to a 1-year program. In total, the Incubator has selected 9 female and 11 male accountapreneurs. This report will detail impact across all 4 cohorts.

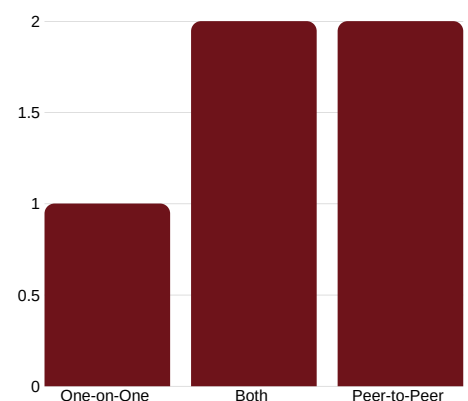


How the Accountability Incubator Works

At the Accountability Incubator, we provide accountapreneurs with project-building tools and try to connect them with funding opportunities to actualize their accountability ideas as non-profit organisations, entrepreneurial ventures and advocacy campaigns. The incubator provides accountapreneurs with networking opportunities, trainings, one-on-one mentorship and peer learning sessions. By the end of the program, most accountapreneurs have tested their pilot programs, giving them an idea of the potential obstacles they face and the tools they need to sustain their projects.



*Skills that Accountapreneur's valued most from Incubation Program



*Type of Sessions most liked by Accountapreneur's

Economic Impact of Seed Funding

Seed funding makes it possible for accountapreneurs to grow their organizations, launch accountability programs, network and reach larger audiences. In the first year of the Incubator, Accountability Lab was able to provide \$3,170 to each accountapreneur. In 2017, each accountapreneur received \$2,536. The current cohorts in 2018 and 2019 were not awarded seed money, but were linked to opportunities that had the potential to result in funding.

Two accountapreneurs used their seed grants to launch their own non-profit organizations. Syed Kausar Abbas created the Sustainable Social Development Organisation, a program that trains accountability ambassadors in journalism and media campaigns. Through this program, ambassadors were able to publish two stories on the abandonment of government funded colleges. These campaigns generated public activism and government accountability, resulting in the completion of the colleges.

With his seed funding, Imtiaz Wattoo created the Foundation for Awareness and Civic Engagement (FACE), a non-profit organization working for active and responsible citizenship through civic and Political Education.

Wattoo was also able to take advantage of networking through the incubator, leading to new projects in social justice and transparency.

Several accountapreneurs used their seed money to create showcases, workshops or information sessions. Abrar ul Hassan created a media training workshop where participants learned about the power of filmmaking to spur social change. Mujtaba Zaidi expanded his project, Art for Change, to showcase collaborative art pieces created by school children from low socio-economic backgrounds in Pakistan, Nepal and Liberia. Naeema Butt crafted an interactive theater workshop around the ideas of accountability, tolerance and gender equality. Maria Mamood created a structured information and feedback session to enforce the Protection Against Harassment of Women at the Workplace Act. Maria was able to deliver her program to over 3,000 students in educational institutions.

Other accountapreneurs used seed funding to hire technical assistance and build their social platforms. Tanzila Khan hired a graphic designer to develop a prototype for her board game that promotes awareness of people with disabilities. Maliha Khalid Kayani employed a web developer to create an online presence for her online health platform designed to serve remote communities in Pakistan.

For the accountapreneurs who did not receive funding, Accountability Lab was able to connect them with valuable networking, workshops, competitions and funding opportunities. Ommer Amir participated in SDG Boot Camp, where he won third prize and a \$2,500 grant. He also got selected to receive a \$30,000 grant from the US Institute for Peace and run a national campaign on empowering marginalized communities and resolving conflict through dialogue.

Impact Stories

Accountability Lab uses an adaptive approach to understand when and why accountability changes take place. We conduct exit interviews with each of our accountapreneurs to assess impact, outcome and learning. Here, we share three impact stories from accountapreneurs who joined the incubation program in different stages of their initiatives.

Naeema Butt, 2016 Cohort



Naeema is from our first cohort in 2016. From a young age, Naeema knew she wanted to explore new opportunities. But when she was selected to join the first provincial soccer team of Punjab, her friends and family discouraged her from participating because of her gender. This was when she first became aware of the gender-bias in her country. A turning point came for her when she discovered theatre while studying abroad. This experience inspired her to become a theater of the oppressed facilitator through the Mandala Center for Change in Washington DC. Naeema went on to become the founding director and CEO of the Pehlaaj Story Center for Change.

Through interactive theater workshops, Naeema aims to empower citizens and spur social change. Her workshops integrate the ideas of peace, justice and integrity. For the past two years she has worked with the UN Women Volunteer Task Force in Pakistan and is also the Founding Country President for World Merit Pakistan, a UK-based NGO for sustainable development. In 2018, Naeema was nominated for the most prestigious award for theatre activists, the Ellen Stuart International Award, for her work with victims of trauma.

Through the Accountability Incubator, Naeema created a series of interactive theater workshops that focused on accountability awareness, religious tolerance and gender justice. "I first understood the concept of internal accountability and professional accountability through the incubator. The concept of accountability and transparency were missing from my education," she says. Naeema now works as a Fellow for the Lab in Pakistan where she continues to fight for increased levels of transparency and accountability through theater workshops. The Accountability Incubator has helped Naeema bring her workshops to broader audiences and venues, including the legislature.

Maria Mahmood, 2017 Cohort



From a young age, Maria was inspired by her single mother and knew she wanted to work for the empowerment of women. During her university years she recognized that sexual harassment and gender bias had an impact on the quality of female education, literacy and work opportunities. She says: "I am passionate about working on the issue of sexual harassment because, being a woman, I know how important it is to have a safe working and learning environment free from the fear of harassment".

Maria's initiative is promoting compliance of the Protection Against Harassment of Women at the Workplace Act that was passed in 2010. Through the Accountability Incubator, she was able to develop and lead information sessions at educational institutions in Pakistan where she addressed over 3000 students. Information sessions were designed to bring awareness of women's rights to the students. Maria's information sessions also outlined how to implement the law and mechanisms by which the students could hold the state and educational institutions accountable for the anti-harassment act. Maria said the mentorship program helped her to gain confidence, expand her network, and improve marketing techniques so she could spread her message.

Accountability Lab nominated Maria for the US State Department's International Visitor Leadership Program (IVLP) for peace, tolerance and educated youth. Through the nomination, Maria was able to gain additional tools for running a social initiative. The Incubator also presented a chance for her to network with other accountapreneurs who are focused on social change and increasing accountability.

Syed Ommer Amir, 2019 Cohort



Ommer Amir is working to increase accountability in the publishing domain through his online platform Daastan. In the past, he faced difficulties in publishing his own books and learnt how other writers were facing similar challenges. He decided to form a tech platform that publishes books, preserves intellectual property and works against copyright infringement. He says: "Forming a tech publishing platform to bring transparency and increased access to opportunities became my mission in life."

He is using technology to enable the transparent flow of payments between multiple stakeholders in the publishing industry of Pakistan. This means that the government will know how much a publisher is earning monthly and how much tax is due from them.

On the other hand, publishers can see how readers are engaging with published content and how much profits authors are attracting. Writers can use the platform to measure how much money they're earning from royalties and how many professional services gigs they are doing each month. Benefits for readers including knowing how many books are released in market each month, categorised by language and genres.

As an Accountability Lab program participant, his initiative took third place in an SDG Boot Camp organised by UNDP in January 2019. He went on to represent Pakistan in Vietnam as one of the national winners for the Youth Co-Lab program in April 2019. Daastan was awarded another grant shortly after, \$30,000 from the United States Institute of Peace. He also ran a nationwide campaign on empowering marginalized communities and resolving conflict through a dialogue series. Ms. Hafsa (cofounder Daastan) also represented the organisation in Denmark in June at a conference where she interacted with European youth leaders and explored areas of collaboration to scale their business in European markets.

Furthermore, in July, they worked with the US State Department and National Library's Lincoln Corner Pakistan where they conducted a panel discussion with Ms. Riffat Chughtai (the National Advisor to US-Pakistan Women's Council) and discussed how accountability and entrepreneurship go hand in hand. They also discussed issues of gender equality and crowdsourced methods for empowering women entrepreneurs in Pakistan.

Meet our Accountapreneurs

2019 Cohort

Abiha Zarah



Abiha is working on her PhD from the Public Governance Institute at KU Leuven, in Belgium. Her PhD focuses on structural and procedural reforms at the federal level of Pakistan and their effect on the performance management process. Abiha completed her MBA and MPhil in Public Management from Pakistan. She served as a Lecturer for the University of Central Punjab, Lahore. She has presented her research at 5 international conferences and has published two research papers.

Abiha's initiative, **"Let's do it together"**, promotes the idea of progressive and responsive citizens who contribute towards a better Pakistan and are accountable to themselves and their teams rather than criticizing the government or their fellow citizens. Abiha believes that citizens should first do their part for their homeland and that accountability starts with one's own self.

Atta ul Haq



Atta started his social, professional, and volunteer journey focusing on grassroots conflict resolution, non-violence, love, forgiveness, and the promotion of peace and human rights in remote and unsafe areas of Pakistan. In 2002, Atta formed the Youth Association for Development (YAD), whose mission is "systematically listening, learning, and operating on the views, feedback, reflections, perspective, concepts & ideas of diverse affected people which helps the social change organizations to improve performance by harnessing feedback from the people we serve." His role in YAD is to lead, manage, and develop the organization, design

and implement programs, and support the organization's efforts in promoting youth activism, peace-building, conflict resolution, nonviolence, and human rights. Their work is collaborative, as we have worked with 23 donor agencies as well as members of 155 national, regional, and international networks.

Mishel Ijaz



Mishele Ijaz is a Senior Research Analyst at the Urban Unit, a private-sector company of the Planning and Development Department in the Government of Punjab. She has her Master's in City and Regional Planning from Georgia Tech and her Bachelor's in Architecture from the National College of Arts. Her interests lie in the field of urban development, and she aims to address the inequalities that have arisen in cities as a result of uncontrolled markets, lack of political will, and poor governance.

Purpose of this project is to document the physical situation, as well as the living experience of slums and slum households in the city of Lahore. The objective is to make NGOs, government institutions, and international development organizations aware of the living conditions of those in urban slums, so that they may take steps to accommodate these citizens. Documentation is essential, not only to compile data, but also to learn who the slum dwellers are, in order to incorporate their aspirations in the urban planning and development process.

Syed Ommer Amir



Syed Ommer Amer is Founder and CEO of Daastan, a platform working for the revival of literature in Pakistan by connecting writers with opportunities for career growth. Daastan is Pakistan's leading self-publishing platform and is bringing accountability in sales and royalty distribution through an automated technology portal, Qissa. He is the third generation of his family who has been actively involved in improving the education sector of Pakistan.

He is a Plan 9 Alumnus, Acumen Fellow Finalist, and a literary activist who has been invited by UNESCO, the Government of Khyber Pakhtunkhwa, and the World Bank as a speaker to

highlight problems in regard to and provide input on policymaking to improve the situation of Pakistan's literary industry. He holds the honor of being the first Pakistani who was selected twice for MITx Global Entrepreneurship Program held in Boston, USA. He is a passionate public speaker who has been interviewed extensively by local and international media platforms like Dawn, Express Tribune, and Skynews Arabia for his work.

2018 Cohort

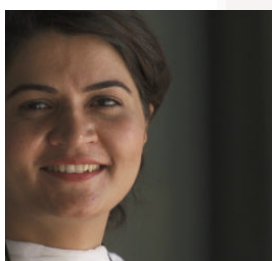
Fahad ud Din



Fahad, 25, wants to put an end to voter fraud in Pakistan. A web programmer and open source enthusiast from Karachi, he is working on a solution that uses retinal scans and blockchain technology to replace manual voting.

People would be able to cast votes securely from their personal devices, and the government and the public would see voting results in real time.

Asifa Khan



Asifa is fed up with elected officials who aren't accountable to the people they represent. A social activist from Punjab province, she is launching a project to track the attendance, progress, and performance of representatives in Pakistan's national and provincial assemblies. She'll publish her findings on a website and through social media.

The project aims to sensitize voters and educate them about the political system as well as hold elected representatives to account.

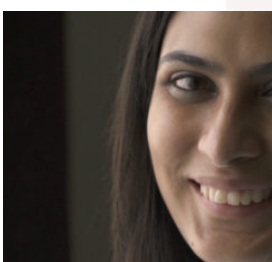
Madeeha Raza



Madeeha, 29, is the founder and director of Women through Film, an organization that teaches girls and women the art of filmmaking and how to use film as a tool for social change. The organization seeks to challenge societal norms in Pakistan where victims of rape and sexual abuse are taught to stay silent and perpetrators walk free.

Her goal is to create a community of female filmmakers who understand their role as agents of change. A filmmaker and film director, Madeeha is the recipient of the Life Effects Star Award. One of her recent videos on the rights of gender minorities received more than one million views on Facebook in less than a week.

Sadaf Khan



Sadaf, 35, believes there's too little local news content in the mainstream media in Pakistan, a situation that weakens accountability for local officials. A journalist herself, she is working to develop an app for citizen journalists in Pakistan to document and share stories from their communities. Called Awam, the app is designed to work where internet connectivity and bandwidth might be sporadic.

Sadaf plans to scale Awam nationally in time for the general elections. She is also working with news outlets to ensure that content from citizen journalists has a higher chance of

news being circulated in the mainstream media. The project website is currently under construction but can be viewed at: www.awam.

2017 Cohort

Imtiaz Watoo



Imtiaz began his journey to help others by obtaining degrees in social work and law. He then began working with numerous civil society organizations and currently serves as president of the Foundation for Awareness and Civic Engagement (FACE). All of this he did because he staunchly believes democracy is the only way to build up a society and that politically engaged citizens can strengthen it.

There are currently no non-commercial radio channels or any programming dedicated to civil and political education broadcast in Pakistan. Working with the Accountability Lab, Imtiaz plans to change that, using radio as a tool for reaching large audiences and

providing them with vital information.

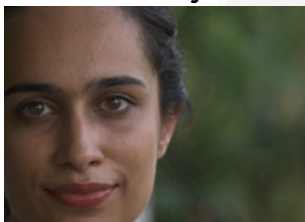
Maqbool Ahmed



Maqbool has devoted his life to both learning about international development and working in it as a development practitioner. The last decade, he's worked in governance, rule of law, and counter-extremism. In his most recent role he served as project manager for USAID's two year program, "Citizen's engagement for effective legislative governance." Maqbool feels there is a significant portion of Pakistanis who are unable to exercise their civic rights and believes it is his and other government officials' job to advocate for them. Through the Accountability Incubator, he will move beyond volunteering his time and

expertise into developing a system of government reviews and community empowerment.

Maliha Khalid Kayani

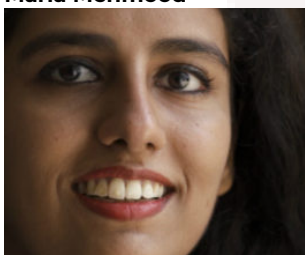


Maliha Khalid is a rising entrepreneur and young leader of Pakistan. Since attending the University of London for economics, she has devoted herself to finding new solutions to age old problems in health, education and governance. While she firmly believes that entrepreneurship building up business is good for her country, she does not want the consumer to suffer for it. The organization she co-founded,

EZPZ Sehat, is dedicated to ensuring that every Pakistani is provided better quality healthcare. It is

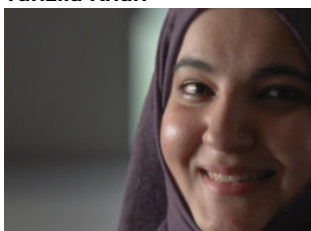
designed around her belief that bringing together all of the stakeholders in the healthcare industry in an interactive dialogue will ease issues of accessibility and quality. With the support of the Accountability Lab, Maliha plans to develop EZPZ until she attains her vision of a platform that significantly improves the quality of life for all Pakistanis.

Maria Mehmood



Maria recognizes education as a key factor in the empowerment of women in Pakistan. She also recognizes, however, that educational institutions may be a source of oppression for women as well. Incidences of sexual harassment often go unreported or aren't taken seriously, largely because many don't know about the Protection against Harassment of Women in the Workplace Act – or their rights under it. With the support of the Accountability Lab, Maria is committed to developing an advocacy and action program whose ultimate goal is compliance with existing regulations and the empowerment of women.

Tanzila Khan



Tanzila has found her voice through writing, and she's used it to speak out for others. After selling her first novella to raise funds for earthquake victims, she founded Creative Alley, an organization dedicated to youth empowerment that involves presenting students with simulations and discussing potential reactions. She believes training young people to deal with real life situations of discrimination or entrepreneurship will prepare them to be the change-makers necessary to alter a whole society.

Through the Accountability Lab, Tanzila plans to target high schools – a critical age in the development of young citizens – with her training programs to transform the education system. Eventually she hopes this platform can be used to address issues in other sectors.

Hassan Mujtaba Zaidi

Hassan sees art as not just as a form of entertainment, but as a tool for changing the world. With that in mind, he founded Discovering New Artists (DNA), a non-profit dedicated to providing arts education to underprivileged children. He's expanded his efforts to engage young people into music, as well. With the support of the Accountability Lab, Mujtaba will launch Art for Change, an annual art competition in which children across Pakistan will be asked to submit their best art under the theme of accountability. Beyond the competition, the initiative will involve in-school presentations bringing together various stakeholders in

the community to inspire young artists.



Not all things you've listed in the baseline will be followed to the letter as the project moves along. This early, plan how you will manage changes to the project scope, budget, or schedule with a change management plan. This ensures that any proposed changes will undergo a systematic review and approval process by all involved before being implemented. Make sure to define who will manage and evaluate the change request, as well as an agreed-upon timeframe with which the request should be acted on. Once the change is approved, the project manager should incorporate updates to the baseline.

2016 Cohort

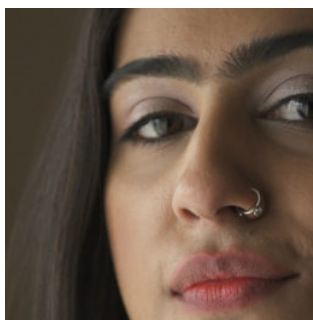
Asif Khan



Asif believes that communities in Pakistan need to develop collective ownership of civic responsibilities. With Accountability Lab's support in KP province, he plans to create radio documentaries that enhance citizens' understanding of civic issues and their capacity to hold institutions accountable for inclusive and equitable service provision.

"I am operating in one of the most difficult parts of Pakistan- and the Lab's support has allowed me to engage people through the radio in creative ways. I'm seeing more awareness and interest than ever before. The incubator has taught me how to take my idea to the next level.

Naeema Butt



Naeema is a dynamic theater director, theater of the oppressed trainer, and social activist on various international platforms. She plans to build out an organization that uses various forms of theater training and performances to bring attention to critical issues within communities. With the Lab's support she is working to raise youth awareness about citizen rights and responsibilities, the role of political representatives, and the importance of integrity among public officials.

"There are not many organizations that understand the value of creative ideas for social change. The Accountability Lab took a chance on me, and now I'm showing what is

possible when we use theater to engage youth in the movement for integrity. The Lab's support has been incredible- from program design to application writing to communications and outreach". – Naeema

Talib Zaman



Talib understands clearly that corporate accountability is a critical problem in Pakistan and that a lack of accountability means that foreign companies are not investing in the country. With the Lab's support, Talib plans to establish an online toolkit and training program to educate corporations around ethical business practices that encourage transparency and integrity.

What makes the Lab's support unique? The team always has useful feedback whenever I need it; incredible connections that have allowed me to develop my ideas; and so much energy for change. I feel part of a real community- which is invaluable as I work to build transparency of

business in Pakistan".

Muneeb Farooq



Muneeb is part of the Technology for the People (TPI) Initiative in Lahore. He plans to coordinate and humanize public education related data in Punjab—so that it is not only credible, but also reflects the views of parents and children. He plans to work with key stakeholders to make the data more solution-oriented, and to assess whether governments' response to the data is relevant and adequate.

The Accountability Lab has provided critical support at just the right time – as I have been trying to get my idea off the ground. The training and mentorship have helped me refine my idea and I now have the platform for success as it grows"

Abrar Hassan



Abrar is an accomplished film-maker, entrepreneur and founder of the 60 Second International Film Festival. With the Lab's support, Abrar will set up an Accountability Film School in Karachi, to support citizens in understanding and addressing core causes of corruption. He will train youth to make short films that identify, highlight, and help solve accountability issues.

We had already established film festivals in Pakistan but with the support of the Accountability Lab we've now developed our first film school, with students learning about how to make films about participation, accountability and social change in their communities. We're excited – this

has the potential to transform youth engagement in Pakistan.

Kausar Abbas

Kausar is building a community of “Accountability Ambassadors” in his community of Rawalpindi. He is training these young volunteers to monitor public services and close the loop when they identify problems or misallocation of budgets—starting with schools, healthcare, and water and sanitation services.

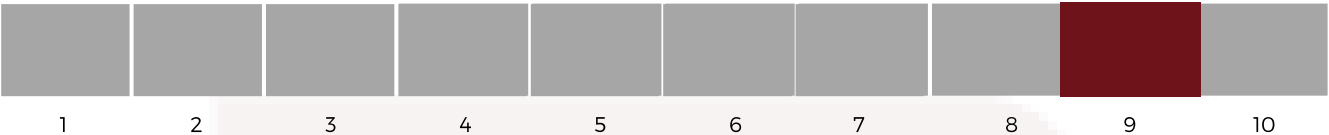
“With the Lab’s help, we’ve created a vibrant network of Accountability Ambassadors in Punjab. Their campaigns for accountability have led to real changes in lives – including the construction of several colleges, providing education for students that otherwise would

never have had the opportunity. Through the incubator we’ve created the beginning of a movement.”



Our learnings and a way forward

What we have learned is that incubation programs most impactful if they invest in individuals rather than ideas for this reason we try to improve our application selection process every year to attract individuals with clear theory of change and determination to use all their faculties to actualize their ideas. We have also seen that running a curriculum helps to map out their next steps and them to zoom out of their routines to look at and approach their problems from new perspectives. Going forward we are specially keen on community development and to increase peer to peer learning through our incubation program is now a hybrid of virtual sessions and in person meetings. Which means there are fewer in person group session but we try to encourage in person virtual session mentoring from fellow cohort accountapreneurs and alumni accountapreneurs.



*All the Accountapreneur highly recommended this program to their peers & as alumini's help endorse the program every year.

