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## PAKISTAN ANNUAL REPORT 2022

In 2022, the Lab was able to bring positive change to the lives of 35,000 direct beneficiaries while indirectly reaching 16.5 million people from all corners of the country. With our work this year, 363 high-ranking government officials were trained on good governance, solidifying their commitment to accountability and transparency in their work. The Youth Peace Incubation program saw the participation of over 3,000 young individuals – 55% of them women – who were introduced to ideas to contribute to the peace of society effectively. To build community resilience to Covid-19, we engaged 339 women leaders who reached out to vulnerable and high-risk populations, especially women, to help them cope with the ongoing Covid-19 pandemic and keep themselves, their families, and their communities safe.

Through social media and radio campaigns, the program reached 11.5 million individuals from program areas, disseminating thematic messages about Covid-19 awareness and support throughout the pandemic.



## INTEGRITY ICON

The campaign highlighted and celebrated government officials practicing integrity and honesty. The Integrity Icon campaign also helps connect similar role-models in the government sector who go on to build coalitions and push for further reforms and value-based decision-making over time. More than 320 participants including government officials, icons, students, academics, and representatives of civil society organizations attended the crowning ceremony. Integrity Icon 2021 received extensive national and international media coverage. Read more here – [Arab News](#), [The News](#), [Pak Observer](#), [Pakistan Today](#), [Daily Qudrat](#), [Associated Press of Pakistan](#), [Urdu Point](#), and [Youth Vision](#).

### NUMBERS OF INTEGRITY ICON

**1200+**

Nominations

**30**

Volunteers

**20+**

Districts Covered

**177 203+**

Online & Offline Reach

## OUR WINNERS

The campaign celebrated five incredible public servants of Integrity Icon including:

- Zil E Huma, Deputy Director at Press Information Department in Islamabad;
- Shahzadi Noshad, DSP Traffic Incharge In Haripur, Khyber Pakhtunkhwa;
- Romana Murad Khoso, Section Officer from Quetta, Balochistan;
- Nasir Bashir, Assistant Professor at Government Diyal Singh in Lahore, Punjab;
- Muhammad Naseer Musvi, Deputy Director (Admin) Directorate of Schools Education (Primary) in Sukkur, Sindh.







## CAMPAIGN HIGHLIGHTS

- Zil E Huma (Integrity Icon 2021), Deputy Director at the Press Information Department, participated in a panel discussion on the effects of fake news, misinformation, and the role of journalism. As a panel member, she provided insights to the young audience on media laws and rules to counter misinformation and the role of youth in countering it.
- Muhammad Naseer Musavi (Integrity Icon 2021), has been promoted to a more senior position with a grade (BPS)-20 and is awaiting posting.
- Superintendent of Police Amna Baig (Integrity Icon 2020), was promoted to the Federal Investigation Agency (FIA) Islamabad Zone as Incharge of the Anti-Human Trafficking Wing.



### Campaign highlights

- The project trained around 339 volunteers from the community (~ 30 in each of the project districts) on identifying fake news and countering misinformation.
- 1500+ people were reached on the issue through weekly email blasts.
- This project targeted marginalized communities in 10 districts, five from KP and Sindh.



## CIVIC ACTION TEAMS

The "Strengthening Community Resilience to COVID-19" program, was executed under the CivActs Campaign to debunk rumours or misinformation, and circulate verified information.

The program also tracked and gathered daily feedback on the coronavirus response.

### Key themes & outputs

- A total of 56 Weekly bulletins were disseminated in 5 regional languages to debunk fake news, counter misinformation, and reduce the spread of stigma-causing rumours around Covid-19, especially on social media.
- 8 bloggers and YouTubers brought forth stories of resilience and hope from marginalized communities during the COVID-19 pandemic.
- A weekly radio campaign was also aired on local, regional and national radio channels focused on sharing verified information about COVID-19.
- Offline advocacy included the dissemination of 1500 pamphlets, 600 brochures, 600 posters and 10 standees.

### IMPACT BY NUMBERS

**2**

Provinces  
Sindh & Khyber  
Pakhtunkhwa

**56**

Issues

**12**

Local government  
units

**339**

CFAs  
trained

**12 mil**

Reach





### By the numbers

- Capacity of 11 parliamentary members of PAC was built around rules of procedures and other technical areas related to the working of the PAC.
- 15 officials of PAC secretariat were trained around the technical areas related to the working of PAC including auditing, accounting, taxation, rules and procedures of PAC and communication and reporting.
- 3 study visits were arranged for the members and key officials of the PAC Balochistan in order to orient them with the best practices on national and international level.
- The citizen engagement campaign reached more than 1000 students, faculty members, civil society and media representatives and public officials through various events.
- The project was well received and appreciated by the stakeholders and media outlets in Balochistan as well as on national level. The key events were covered by more than 20 media outlets during the course of the project.

## BUILDING INSTITUTIONAL CAPACITY OF PAC BALOCHISTAN

The program aimed to build the institutional capacity of the Public Accounts Committee (PAC) in Balochistan and automate the hearing, review, monitoring, recovery, and reporting process. Initiated with support from the World Bank's Governance and Policy Project to bridge the trust gap between the state institution and citizens, the program led PAC members and officials through training, knowledge exchange programs, research and analysis of gaps in current rules of business, development of customized Management Information System (MIS), and a public engagement campaign.

### Key themes/outputs

- The program built the capacity of parliamentary members and officials of the PAC Balochistan and other executing government departments.
- Institutional collaborations were established on national and international levels for continued knowledge exchange and learning.
- The Lab developed a customized management information system, resulting in the full digitisation of the PAC's system in Balochistan.
- The comprehensive citizen engagement campaign was launched to improve the trust of the public at the accountability framework in the province leading to citizen-led accountability and improved governance.



## Impact

### Harnessing Political Will:

Institutional reforms within a government institution require political will and support to channel this into reforms that are technically feasible. Through a comprehensive advocacy and outreach campaign, the Lab hosted a series of orientation sessions with the members and secretariat staff of the PAC to support them in linking the vision for a more effective PAC with the technical changes required within the institution. To this end we arranged consultative sessions with parliamentarians, senior bureaucrats, civil society, media, and local communities. This helped to harness political will for an effective and empowered PAC to ensure accountability and transparency in public sector institutions across Balochistan.

As a result, the parliament supported the reform process by accepting a bill for the amendments in the rules of procedures of the PAC in Balochistan, ensuring sustainability of the new processes in the future.

### Building the skillset:

While PAC members and staff supported AL's efforts for a more effective and empowered PAC; most required technical support and capacity to carry out tasks including; analyzing and responding to the audit paras forwarded by the AG's office, sending notices to the various departments once the AG office had highlighted financial anomalies, and referring long-standing cases to respective government entities for their responses. The comprehensive hands-on training and knowledge exchange program laid out key concepts, definitions, and tools, and how these could be used to respond to real-life scenarios. As a result, the PAC Balochistan has implemented key reforms and best practices to improve the effectiveness of the committee and also to reduce the processing time of the audit paras. One example is the adoption of practices from the National Assembly. The office of the auditor general (AG) reviews departmental replies and prepares summaries for the PAC members, which enables the small team at PAC secretariat to better understand and quickly dispose of the cases.

### Adapting technology:

Clearing a 35 year backlog was the perfect opportunity to streamline processes using technology. The Lab developed and deployed a customized MIS to digitize the PAC archive and facilitate proceedings. The real-time MIS interface is accessible to relevant departments and has vastly reduced the processing time and human input necessary to keep processes running smoothly. By automating internal and external communication, monitoring of cases, recoveries and reporting, the transition is expected to greatly reduce the process time, improve interdepartmental communication, increase monitoring, recovery and reporting, and last but not least, the automation will greatly promote a paperless and climate-friendly environment.





### By the numbers

- 36 officials including investigators and prosecutors of the ACEB were trained on key technical areas identified in the training needs assessment including applicable laws, tools and techniques of investigating white collar crimes, assets investigation, intelligence and crisis communication.
- Study visits to National Accountability Bureau and Anti Corruption Establishment Punjab were arranged for senior officials of ACEB to build institutional collaborations and learning of best practices.

## STRENGTHENING ANTI-CORRUPTION ESTABLISHMENT BALOCHISTAN

Balochistan takes up 43% of Pakistan's territory. Challenging topography, significant poverty levels, and low literacy levels this makes it a unique governance challenge. According to recent research conducted by the World Bank's Governance and Policy Project, corruption is the biggest constraint to the province's social and economic development. Often development projects fail due to corruption. On a provincial level, the responsibility to fight corruption within government systems primarily lies with the Anti-Corruption Establishment, Balochistan (ACEB). Due to the agency's limited capacity to investigate, prosecute and conclude corruption cases most remain inconclusive.

A short-term intervention was implemented with support from the World Bank's Governance and Policy Project to strengthen the institutional capacity of the ACEB.

### Key themes/outputs

- ACEB established inaugural institutional collaborations with sister organizations within the anti-corruption eco-system through knowledge exchange programs and study visits, enabling further knowledge sharing and collaboration in future.
- A series of training workshops for investigators improved their understanding of key areas including; anti-corruption laws, anti-corruption institutional regimes, tools and techniques for investigation of white-collar crimes, assets investigation, intelligence gathering, and crisis communication.







## Impact

### Building investigators' technical capacity

The ACEB's capacity needs assessment exercise was carried out to identify the structural and skill gaps. Based on the results, Accountability Lab designed a foundation-level training program for senior officials and investigators. Three, five-day training sessions were led by senior civil servants with decades of diverse experience working with white collar crimes agencies such as the Federal Investigation Agency, National Accountability Bureau (Islamabad), anti-corruption establishments, police, UN bodies, and other relevant organizations. These training workshops were the first ever opportunity for the ACEB's investigators to attend a professional training related to their work. It helped them identify the gaps in investigations and to make necessary improvements to increase the conviction rate which is currently less than 1%.

### Strengthening institutional collaborations

Through study visits to sister organizations including the National Accountability Bureau and Anti-Corruption Establishment Punjab, the senior management and investigators of the Anti-Corruption Establishment Balochistan were better able to learn the structural, operational, and capacity building mechanisms adopted by these organizations. This knowledge exchange contributed greatly to the reform process at the agency. As a result of the intervention, the ACEB management has developed a comparative analysis of Anti-Corruption Establishments in Pakistan, indicating the gaps and areas of improvement. The report has also been submitted to the competent authority for necessary structural and legal reforms.





### Key outputs

- Capacity of the civil servants built on the principles of design thinking, enabling them to come-up with innovative solutions for improved public service delivery.
- Enabled public servants to understand the importance of accountability in their professional lives especially when acting in a position of authority.
- Positive behavioral change by promoting a culture of accountability and integrity among civil servants and providing them with a road map for innovation in the public service, and self-actualization through the lenses of integrity, honesty, humility, and collaboration.

## ACCOUNTABLE LEADERSHIP & DESIGN THINKING PROGRAM

Proponents of Open Government is an initiative that ensures that governments are radically transparent and allow citizens to have a decisive say in the governance process. Accountability Lab believes that regardless of a state-level commitment to a global consortium, Pakistani public servants can work to make their departments more open and empathetic to citizens' needs. The adoption of design thinking/human-centered approach can help public servants be more effective, and proactive in developing solutions for governance and service delivery challenges. To this end, we are implementing the Integrity Innovation Lab in collaboration with government-led premier training institutions including Civil Services Academy (CSA), Secretariat Training Institute (STI), National Policy Academy (NPA), FIA Academy, Information Service Academy, and Sihala Police College. The program works closely with civil servants to develop their understanding of the public's view and develop solutions for improved public service delivery accordingly. The initiative also takes into account public officers' limitations. A rigid governance playbook – departmental by-laws for example – can diminish their capacity to offer solutions, which can result in frustrated citizens who face delays and corruption.

### IMPACT BY NUMBERS

**300+**

Officials  
trained

**8**

Workshops  
conducted

**1**

Reforms publication  
compiled

**10**

Thought pieces in  
collaboration with participants



## Impact

### Long-term collaboration with National Police Academy

The program received great interest and responses from various training institutions for continuity of the initiative. However, the highlight for the year 2022 was the overwhelming response from the national police academy for a long-term formal collaboration to expand the program for all major law enforcement agencies who work hand in hand with the police to ensure the rule of law across the country.

For the sustainability and monitoring the impact of the program on reforms process we adopted a methodology that would; map the important gaps in public service delivery at the police department, document the learnings, initiate the reform process, monitor impact, use success stories to inspire other public servants, and improve public trust in the institution by strengthening the feedback mechanism and reporting. The process will also create a sense of productive competition among police officers, improving the overall quality of police service in the country and transforming the initiative into a national movement for improved accountability and reforms.

### Network of reform champions

Through the project, the Lab has created a network of reform champions, enabling a continuous process of knowledge creation, mutual learning, monitoring of impact and engagement of community for inclusive policy making. The network has enabled a continuous process to document and publish the learnings of senior public servants. Proposed reform ideas resulting from the program will be published in the form of an annual publication "The Ideas Journal" which will be shared with key stakeholders including academic institutions, government-led training institutions, divisional police headquarters and donor and civil society organizations working in the domain of governance.





### Key themes/outputs

- Participants were able to identify the steps involved in the peace process.
- Seed funding provided to targeted projects, enabled them to grow and sustain themselves. They are now operating on their own and providing job opportunities to students.



## YOUTH PEACE INCUBATION PROGRAM

Over the year-long intervention, we engaged more than 3,000 students – mostly female participants – from eight universities across Pakistan. Participants were able to develop their critical skills such as civic engagement, peacebuilding, and responsible leadership.

### Impact

- Maryam, a Political Science student from a remote town, joined the Youth Peace Incubation Program to advocate for change. Along with eight other women, she organized campaigns debunking COVID-19 myths spreading in her community. Maryam and her team discovered that many students were struggling to learn due to school closures and lack of modern technology. They taught 100 students themselves. Maryam also received sponsorship from international donors to complete her project.
- Muhammad Javaid, an agriculture student, was resistant to the concept of collaboration and intolerant of diversity. During the YPI program, he learned about different perspectives, root causes of conflicts, and techniques needed to facilitate the resolution. His perspective changed and with YPI's program team, started "The Young Student Peace Society", to counsel students who had the same journey as him. Javaid and his team organized dialogues and networking events for students.





## Impact

- Seema Babar, one of the female leaders from Nowshera district trained during the project, went on to sensitize over 250 women from her own community, and 15 women hesitant to be vaccinated due to COVID-19 disinformation went on to get vaccinated. A number of women also approached the health, education and local administration departments for redressal of their issues
- The GovHerNance project significantly improved the confidence of women from marginalized communities to access the public service delivery departments.

## GOV-HER-NANCE

In collaboration with the Department of Health Khyber Pakhtunkhwa, this year-long project was able to support and enhance the role and voice of local female leaders in the decision-making process. This strengthened the communication between local government entities and communities, leading to a renewed trust in the case of current and future health emergencies.

### Key themes/outputs

- We carried out a mapping exercise, identifying and onboarding 70 influential female leaders from the 3 target districts. These included elected local government members, social activists, lawyers, and counselors.
- A series of comprehensive capacity-building workshops enhanced their skills in effective community mobilization, advocacy, extracting and communicating community feedback to the local government representatives, and building political networks.
- 60 community awareness sessions were conducted by female leaders in the most vulnerable communities in Khyber Pakhtunkhwa. A total of 2500 women were sensitized to the understanding of fundamental rights, especially equal access to health services, mechanisms to access government departments effectively for redressal of issues faced by women, and the role of women in strengthening community response against a disaster or a pandemic.

# 2500

women capacitated to voice  
their concerns at appropriate  
forums





### Key themes/outputs continued

- 10 news bulletins were developed and disseminated to 6000 community members from the three target districts. The bulletins focused on updated and verified COVID-19 information.
- A radio campaign was aired through national and regional stations focusing on countering misinformation, the importance of vaccination, and women empowerment through active participation in governance.
- 6 town hall meetings were conducted with project beneficiaries, representatives from government departments, civil society organizations and media.

### By the numbers

- Direct linkages developed between government departments (health, education, local administration, etc.) and women from marginalized communities
- A large number of local women, who were initially hesitant to get vaccinated due to ongoing rumors and misinformation regarding COVID-19 were vaccinated after participating in the community awareness sessions.
- Around 1.5 million citizens from Khyber Pakhtunkhwa were reached through a comprehensive radio campaign focused on countering misinformation regarding COVID-19 and the role of women in health emergencies and governance.





### Impact

- Accountapreneur, [Wardah Noor](#)'s initiative; [KhudKaar](#) won the Spark Fund Grant by Global Fund for Children. They received 10,000 USD to execute their digital literacy program in Layyah and ongoing support from GFC for future fundraising. They were able to upgrade laptops for their students, hire better instructors, and help students find employment.
- Four current and former accountapreneurs were selected to participate in "The Queen's Young Leaders Programme" in Pakistan, based on their work for the Incubator
- Former accountapreneur, [Saro Imran](#) received the Youth Icon Award 2022 from Channan Development Association for her services in the transgender community and human rights.

## ACCOUNTABILITY INCUBATOR

In 2022, eight accountapreneurs were enrolled in the Accountability Incubator program. The cohort included; a development practitioner aiming to collect raw data about government job opportunities and transforming it into valuable information that serves everyone, a development consultant working as a researcher on gender-based violence, women and children's rights, and a community activist and development practitioner working for transgender people and other marginalized groups. Throughout the support from the Incubation program, Accountapreneurs were able to shape their initiatives and work on their sustainability.



### ACCOUNTABILITY INCUBATOR BY NUMBERS

**16**

Trainings

**8**

Projects  
launched

**10**

Activities





## LOOKING TOWARDS 2023

Our core focus for 2023 will be on strengthening institutional collaborations and documenting learnings to further evolve our programming on the impact on public service delivery. We will work closely with premier government-led training institutions for long term engagement with public servants; documenting and producing knowledge around the innovative ideas for public service reforms, providing technical and financial support to pilot the ideas for reforms, and creating space for an inclusive policy response to public grievances. For long term and sustainable reforms, the Lab will continue engaging with policy makers to review and improve legal frameworks. AL Pakistan also aims at active civic education and engagement with a special focus on marginalized communities, around the most pressing issues including but not limited to accountability and governance, civic education, democratic participation, climate change, and misinformation



### BUDGET & STAFF

**\$756,978**

Total budget

**\$1,016,953**

Total grants

**23**

Total core staff

**370**

Field Staff/  
Volunteers