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## PAKISTAN ANNUAL REPORT 2023

Accountability Lab Pakistan's multifaceted approach in 2023 not only catalyzed positive transformations at both the individual and institutional levels but also set the stage for sustained progress in fostering integrity, accountability, and inclusive leadership. A concerted effort to advance integrity, accountability, climate justice and empowerment of diverse communities resulted in tangible positive changes in the lives of 20,000 direct beneficiaries, with an indirect reach of 5 million individuals.

Some highlights include; Integrity Icon Pakistan – a flagship initiative celebrating exceptional public servants – that garnered over 1000 nominations across 20 districts, and the Eco-Leaders Initiative – a collaboration with four public sector universities – that empowered 300 youth to spearhead impactful climate change actions. By instilling a sense of environmental stewardship and equipping young people with the tools to address climate challenges, this initiative contributed to the broader sustainability agenda.



## INTEGRITY ICON

The Integrity Icon campaign highlights and celebrates government officials practicing integrity and honesty. The campaign is also an opportunity to connect and support similar public sector role-models to build coalitions and push for further reform and value-based decision making over time. More than 300 participants including government officials, icons, students, academics, and representatives of civil society organizations attended the crowning ceremony.

Read more here: [Dawn](#), [Pakistan Today](#), [Pakistan Observer](#), [Daily Jang](#), [Daily Jehan Pakistan](#), [Daily Dunya](#), [Daily Mumtaz \(News\)](#), [Daily Mumtaz \(Photo\)](#), [Daily Balochistan Express](#), [Daily Quetta Voice](#), [We News Website](#), [Daily Asia Sun](#), and [World News Website](#).

### NUMBERS OF INTEGRITY ICON

**1000+**

Nominations

**15**

Volunteers

**15+**

Districts Covered

**424 044**

Reach and engagement

## OUR WINNERS

The campaign celebrated five incredible public servants including:

[Muddasir Riaz Malik](#) - Directorate General, Social Welfare & Bait-ul-Maal, Punjab, Lahore  
[Jameel Ahmed Baloch](#), Deputy Commissioner Pishin - Quetta

[Dr. Sania Hameed Pasha](#), Assistant Commissioner, Saddar Zone - Islamabad

[Dr. Shaukat Hayat](#), Deputy Managing Director - Mardan, KP

[Javed Sanharo Jiskani](#), Deputy Inspector General (PSP-BS-20) – Larkana







“Often, as humans, we tend to highlight the negatives before acknowledging the positives.

However, it is important to prioritize motivation, incentives, promotion, encouragement, and acknowledgment, especially for individuals excelling in their fields. Such recognition instills a positive effect in both society and among public service officials.”

– Mudassir Riaz Malik- Directorate General, Social Welfare & Bait-ul-Maal, Punjab, Lahore

“By recognizing these icons, the Accountability Lab is not only motivating public service officials to work harder for the betterment of people but also informing the general public about the work being done by civil servants. This encourages the public to approach and provide firsthand feedback for further improvement.”

– Dr. Sania Hameed Pasha, Assistant Commissioner, Saddar Zone - Islamabad

“The icons feel motivated when they are acknowledged for their out-of-the-box work, which has made public service delivery more effective and is fostering a positive culture. This will resonate with our youth, ensuring that young civil servants understand their work will be appreciated and acknowledged, when they join public service.”

– Javed Sanharo Jiskani- Deputy Inspector General (PSP-BS-20) – Larkana



### By the numbers

- 40 Investigators and Prosecutors Trained
- 2 quick reference books of important laws and rules developed for investigators and prosecutors
- Financial Investigation Unit established with necessary equipment support.
- 10 seminars with academic youth and civil society that reached more than 1000 citizens
- 500,000 people reached through digital media campaign
- 2 policy briefs analyzing the anti corruption legal regime in Pakistan
- 3000 brochures, 3000 stickers and 100 roadside banners disseminated as part of International Anticorruption Day Campaign.
- 6 press releases resulting in 43 mentions in local and national media with an estimated reach of 500,000.

## INSTITUTIONAL CAPACITY BUILDING OF ANTI-CORRUPTION ESTABLISHMENT BALOCHISTAN

A collaborative effort between AL Pakistan and the Anticorruption Establishment Balochistan (ACEB), the project is designed to fortify the capabilities of the ACEB in addressing and mitigating corruption in public offices.

Supported by the Bureau of International Narcotics and Law Enforcement Affairs (INL), the project aims to enhance the handling of corruption cases by both investigators and prosecutors. It also seeks to elevate the quality of investigations and amplify the successful prosecutions of public corruption cases.

### Key themes & outputs

- Enhanced investigative and prosecutorial capabilities within ACEB.
- Strengthened collaboration between ACEB, prosecution department, and other relevant stakeholders.
- Increased public trust and engagement in anti-corruption efforts.
- Establishment of a robust Financial Investigation Unit (FIU) for in-depth financial scrutiny and improved institutional collaboration and cooperation.







## Impact

### From Training to Transformation

Kamran Bashir, Deputy Director at the Anti Corruption Establishment Balochistan (ACEB), went through a series of comprehensive workshops under this project, significantly enhancing ACEB's anti-corruption efforts. His recent trap-raids in far-flung areas of Balochistan Mand and Dasht Balnigwar led to the apprehension of two contractors and an executive engineer, fined PKR 2 million each for fraudulent college construction payments. This spurred a crucial policy change, mandating payments only post-project completion. Mr. Kamran attributes his 100% conviction rate in trap-raids to Accountability Lab's training, resulting in 7 FIRs within a year. Beyond policy changes, these tangible outcomes position ACEB as a formidable anti-corruption force, instilling confidence and accountability.

### Balochistan's Anti-corruption Heroes Beyond the Headlines: Restoring Citizens' Trust

In March 2022, ACEB faced a major challenge involving fraudulent lecturer appointments in Balochistan colleges. Through advanced investigative techniques acquired through the project's training, formal charges were laid against the central figure involved in this case. ACEB personnel cross-referenced records, employed forensic document analysis, and strategically collaborated with relevant agencies. This success story showcases how targeted training enhances capacities, exemplifying a transformative impact on anti corruption investigations in Balochistan.

### Unifying Voices: Media and ACEB's Partnership in Bolstering Transparency

Comprehensive training coupled with specialized media liaison fortified ACEB staff's understanding of the entity's mandate, and fostered collaboration with media entities in Balochistan. ACEB shared impactful cases on a range of platforms; unmasking ghost schools and teachers, investigating subsidy mismanagement, and disciplining police stations SHOs.

The partnership bolstered public confidence in ACEB's commitment to transparency and positioned the institution as a central anti-corruption agency. In 10 months, ACEB achieved 43 news features, reaching 500,000+, and engaged 470,000 social media followers.



### By the numbers

- More than 250 government officials from across departments were trained on Accountable Leadership and Design Thinking.
- 9 training workshops conducted at various government training institutes.
- 6 thought pieces and policy briefs to document the learnings from the program



## ACCOUNTABLE LEADERSHIP AND DESIGN THINKING PROGRAM

By adopting design thinking and human-centered design, public servants become more capable of creating solutions for the governance and service delivery challenges that are at the heart of the public's grievances. This initiative takes into account public officers' limitations to deal with ever complex and changing governance challenges, and their capacity to offer solutions in the face of a rigid governance play-book.

The initiative is designed to equip civil servants with the knowledge and skills to foster effective teamwork, improve group decision-making, and promote citizen-centric design thinking and problem-solving processes. It aims to improve performance of public offices, promote evidence-based decision-making and citizen feedback for inclusive decision making, and the resultant frustration of the citizens who face delays and corruption.

### Key themes/outputs

- Tailored training for public servants emphasizing practical skills and up-to-date methodologies in combating governance challenges.
- Harnessing the expertise of seasoned bureaucrats to guide under-training civil servants, imparting insights into decision-making, design thinking, and navigating governmental protocols.
- Documenting the program learnings through thought pieces, policy briefs and other knowledge products for the benefit of a wider audience of young civil servants and academic youth.





## Impact

### Collaboration with Balochistan Civil Service Academy (BCSA)

We established a strategic partnership with the Balochistan Civil Service Academy (BCSA) to extend the reach and impact of the training program, fostering cooperation and capacity building among civil servants in Balochistan. The partnership is both a commitment to overcoming governance challenges as well as an acknowledgement of the importance of adapting to the ever-evolving landscape of public service. By adopting modern tools such as design thinking, Balochistan's civil servants can better navigate the complexities of governance and address the concerns of citizens, ultimately fostering a more responsive and efficient public administration.

### Knowledge Products

The Lab created a network of reform champions, enabling a continuous process of knowledge creation, mutual learning, monitoring of impact and engagement of the community for inclusive policymaking.

The network of reform champions created through this project has enabled a continuous process to document and publish the learnings of senior public servants, who previously didn't have the avenue to reflect upon their learnings and feedback due to rigid and complex processes and lack of opportunities within the public service. In 2023, experts on topics including thought leadership, public sector reforms, anti-corruption rules and regimes, and climate justice developed six policy briefs.



**Key outputs**

- A comprehensive training manual focusing on civic education, leadership, communication, peacebuilding, conflict resolution, and mitigation was developed.
- A comprehensive training workshop conducted with fellows of the program based on the manual developed.
- Ideas for community action plans developed by the fellows and provided further mentoring by experts.

**PAKISTAN EMERGING LEADERS INITIATIVE (PELI)**

Pakistan Emerging Leaders Initiative (2022-2024) aims to empower rising young leaders to play their role in social development effectively by building their capacity for leadership, conflict management and mitigation, diversity, social inclusion, civic education, community resilience, and development. During 2023, the initiative directly engaged 35 young and dynamic individuals from a number of universities and madrassahs. The year-long program of comprehensive training workshops and virtual mentoring sessions generate ideas for community Social Action Plans (SAPs). The project aims to sensitize a large number of people from vulnerable communities through these SAPs.







## Impact

### Bridging the Gap

Faculty and students from madrassas are often filtered out by many platforms and need more exposure to peers from academia and other professions. A lack of inclusion becomes a hurdle to social cohesion and harmony among diverse communities. The Pakistan Emerging Leadership Initiative was designed to fill this void and provide an equal opportunity and platform to all Pakistani communities. The workshop enabled participants to engage in discussions and prepared them to play a more significant role in their communities. Lectures, discussions, ice breaking activities, and networking opportunities followed the training session.

### Catalyzing Change: Lal Rai's Journey of Authentic Leadership and Community Impact

As a program fellow, Lal embarked on a profound exploration of authentic leadership, community engagement, and sustainable solutions during this immersive experience. Surrounded by a diverse group of talented, motivated, and passionate individuals, all united by a common vision for the future, the workshop became a melting pot of ideas and aspirations. The collaborative atmosphere fostered connections that transcended diverse backgrounds, creating a shared commitment to effect positive change. With a newfound understanding of authentic leadership and a passion for sustainable solutions, Lal is now poised to play a pivotal role in strengthening the resilience of their community through community action plans.



**Key themes/outputs**

- A comprehensive training manual focused on key concepts related to climate change, forums related to climate change, youth leadership and advocacy around climate change and role of academia in promoting climate change friendly practices.
- Enhanced knowledge, skills, and motivation of participants of eco-action boot camps to implement climate-friendly actions
- Commitment and support from stakeholders for the implementation of environmental policies at the three partner universities
- Establishment of a network of eco-leaders for knowledge sharing, collaboration, and future environmental initiatives

**ECO-LEADERS - FOSTERING STUDENT LEADERSHIP IN CLIMATE CHANGE MITIGATION**

The “Eco-Leaders initiative is dedicated to fostering youth leadership in climate change mitigation through capacity building and collective action implemented with support from Canadian Fund for Local Initiatives (CFLI).

The initiative empowers youth to play an effective role in social development by building their leadership capacity, community resilience, climate mitigation, and community development. The initiative also addresses the lack of capacity, tools, resources, and platforms available to young Pakistanis to drive climate change actions. By establishing a network of informed and empowered young leaders, the project envisions a future where young Pakistanis are at the forefront of climate change actions, driving sustainable practices, influencing policies, and creating a positive impact on local communities.

**IMPACT BY NUMBERS**

**4**

workshops

**120**

attendees

**12**

ideas for community action plans

**250,000**

total public outreach





## Impact

### From Awareness to Action: Mehtab Alam's Journey with the Eco-Boot Camp

Mehtab Alam, a participant from Booni, Chitral immersed himself in a hands-on journey to combat climate change. The pivotal moment for Mehtab came when he witnessed the devastating effects of climate change in flood-affected areas, specifically due to Glacial Lake Outburst Floods. He devised a comprehensive Climate Action Plan (CAP), outlining concrete steps to actively contribute to mitigating the impacts of climate change. It encompasses a range of initiatives, from community-led conservation projects to educational campaigns aimed at raising awareness about the pressing need for climate action. Fueled by a newfound sense of responsibility, Mehtab is now dedicated to advocating for sustainable practices within his community and beyond.

### Cultivating Eco-Leadership - A Transformative Journey in Climate Change Awareness

Seema Bibi, a participant from Fatima Jinnah Women University in Rawalpindi, also had an eye-opening experience. On a visit to the Pakistan Agriculture Research Council in Islamabad, Seema and her fellow participants gained practical insights into the intricacies of waste water management. Learning how a drip irrigation system works provided a tangible connection to how climate change can be tackled in a concrete way.





### Key Themes/Outputs & Outcomes

- A comprehensive bootcamp focused on equipping the accountpreneurs on project management, financial management, fundraising and sustainability and design thinking
- Monthly learning calls with accountpreneurs on topics including risk management, managing team conflicts and team building.



## ACCOUNTABILITY INCUBATOR

The Accountability Incubator is a year-long flagship training program for young changemakers to build sustainable and practical tools for change. It provides a non-prescriptive, supportive environment for creative and enterprising individuals who bring innovative ideas to inspire community accountability. "Accountpreneurs" (accountability entrepreneurs) are provided with a range of tools to further their ideas and initiatives including, relevant training, quarterly meetups, online learning modules, hands-on mentorship, and more. Since 2015 AL Pakistan has incubated 55 accountpreneurs with a range of innovative ideas, such as integrity theatres, accountability citizen journalism, and disability-simulating board games.

In 2022, seven accountpreneurs were enrolled in the Accountability Incubator program and attended 5 monthly learning calls.







## Impact

### Participation in Hackcorruption Nepal

In April 2023, 50 young innovators, technology enthusiasts, government and civil society practitioners from Pakistan, Bangladesh, Sri Lanka, India, and Nepal descended on Kathmandu to present their creative ideas and technological solutions in a Hackathon event arranged by Accountability Lab Nepal. Shahzadi Faiza, one of the accountpreneurs was shortlisted for the Hackcorruption event and presented innovative solutions on women's empowerment through digital tools.

### Digital Girls- Mobile App

One of the accountpreneurs from 2023 went on to develop a mobile app tailor made for women called "digital girl", which included information about available online courses on a range of topics including leadership and entrepreneurship.

### Empowering Minds, Shattering Silence

Armed with an MPhil in Gender Studies and fueled by a passion for gender equality and peacebuilding, Wajid Zahid joined the Incubator. He had founded the Youth Peace Club and initiated Empower to Deliver to combat abuse on university campuses. Through the Incubator, Wajid received training, mentorship, and resources, refining his approach and amplifying his impact. Empower to Deliver created a safe haven for students, equipped them with advocacy skills, and established reporting mechanisms, breaking the silence surrounding abuse. The initiative not only empowered individuals but triggered a broader movement for change within educational institutions. Despite challenges, Wajid, supported by fellow accountpreneurs and mentors, navigated the journey successfully. The ripple effect of Empower to Deliver was extraordinary, empowering students to recognize violations, report incidents, and demand justice.



## ADVOCACY AND POLICY

In 2023, we embarked on a strategic shift, aligning our projects with new thematic areas outlined in its 2023-2026 strategy.

These included pioneering efforts in advocating for anti-corruption measures, local government reforms, climate justice, and promoting civic agency. Through focused advocacy campaigns and strategic policy interventions, the Lab aimed to drive tangible policy shifts towards more transparent, equitable, and sustainable governance practices.

We facilitated a shift towards inclusive policy making practices through our leadership and design thinking program. Equipping 250 government officials and bureaucrats with knowledge and skills, the initiative cultivated a network of reform champions committed to promoting inclusivity in policymaking processes. These officials are now driving a significant policy shift towards more equitable governance practices within their respective departments. In collaboration with the provincial anti-corruption establishments, including Anti Corruption Establishment Balochistan (ACEB), we carried out a comprehensive advocacy campaign in the province to improve accountability and transparency mechanisms and also improve the role of citizens in governance.

Additionally, the Eco-Leader's advocacy effort not only addressed climate challenges but also contributed to policy shifts towards environmental sustainability and governance. By instilling a commitment to addressing environmental issues among youth, the program laid the groundwork for future policy advancements in climate resilience and mitigation. Watch the comprehensive documentary for the eco-leader's project here: <https://youtu.be/FE3ngl4QSm0>

ALP also addressed the need for modernization and innovation in policy making by focusing on digital governance. By assisting the Public Accounts Committee (PAC) in Balochistan with the transition to digital processes, the Lab contributed to more efficient and transparent governance practices. This shift not only strengthened institutions but also signaled broader policy shifts towards leveraging technology for improved governance, combating corruption, and promoting transparency.

We also developed various policy briefs and ideas journals focused on critical topics such as local government reforms, climate change mitigation strategies, anti-corruption mechanisms, police and judicial reforms, strengthening the role of the Election Commission of Pakistan, and the participation of marginalized communities.

These outputs serve as invaluable resources for policymakers, civil society organizations, and other stakeholders engaged in advancing governance and accountability in Pakistan, and are available overleaf.





Title: Institutional Analysis: Role of institutions in the enforcement of Anti-Corruption laws; Gaps and Way Forward

<https://pakistan.accountabilitylab.org/wp-content/uploads/2023/08/Policy-Brief-1.pdf>

Title: Policy-Brief\_Analysis-of-anti-corruption-rules-and-areas-of-improvement

[https://pakistan.accountabilitylab.org/wp-content/uploads/2023/08/Policy-Brief\\_Analysis-of-anti-corruption-rules-and-areas-of-improvement\\_V2\\_Designed.pdf](https://pakistan.accountabilitylab.org/wp-content/uploads/2023/08/Policy-Brief_Analysis-of-anti-corruption-rules-and-areas-of-improvement_V2_Designed.pdf)

Title: Ideas for Change and Reforms in Police

<https://pakistan.accountabilitylab.org/wp-content/uploads/2023/09/Ideas-for-Change-and-Reforms-in-Police.pdf>

Title: Policy Analysis Report - Enhancing Climate Resilience and Inclusion

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/01/Policy-Analysis-Report-Enhancing-Climate-Resilience-and-Inclusion-Final-Version-6th-Jan.docx>

Title: Electoral Reforms Policy Brief

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/01/Electoral-Reforms-Policy-Brief.pdf>

Title: Policy-Analysis-Report-Enhancing-Climate-Resilience-and-Inclusion-Final-Version

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/01/Policy-Analysis-Report-Enhancing-Climate-Resilience-and-Inclusion-Final-Version.pdf>

Title: Policy Brief - Increasing Women in Judiciary

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/02/Policy-Brief-Increasing-Women-in-Judiciary.pdf>

Title: Pakistani Youth's Engagement in Peace-Building Process

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/02/Pakistani-Youths-Engagement-in-Peace-Building-Process.pdf>

Title: Policy Brief - Institutional Analysis - Anti Corruption Enforcement

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/02/Policy-Brief-Institutional-Analysis-Anticorruption-Enforcement.pdf>

Title: Analysis of the Anti-Corruption Rules in Pakistan

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/03/Analysis-of-the-Anti-Corruption-Rules-in-Pakistan.pdf>

Title: Local Governments in Pakistan Historical Evolution and the Way Forward

<https://pakistan.accountabilitylab.org/wp-content/uploads/2024/03/Local-Governments-in-Pakistan-Historical-Evolution-and-the-Way-Forward.pdf>

**BUDGET & STAFF**

**\$861,790**

Total budget

**\$653,868**

Total grants

**15**

Total core staff

**300**

Field Staff/  
Volunteers