

**Case Study – Write Up**

**“SPOKESMAN NAB’S INTERACTION WITH MISHAL PAKISTAN”**

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**By**

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The paper is the end product of my efforts, research and writing and has not, in whole or in part, been submitted elsewhere for assessment and its contents are not plagiarized. The paper reflects my views and is not necessarily endorsed by the faculty or the College.

**Signature……………**

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# Acronyms

**NAB** National Accountability Bureau

**NAO** National Accountability Organization

**UNCAC** United Nations Convention Against Corruption

**WEF:** World Economic Forum

**CBS:** Character Building Societies

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# Introduction

Since its inception, the menace of corruption is one of the greatest challenges that Pakistan is confronted with. The father of the nation Quaid-e-Azam Mohamad Ali Jinnah,in his first ever address in the constituent assembly in 1947 said that “one of the biggest curses is bribery and corruption. That really is a poison. We must put it down with iron hands”.

Corruption is an evil that is defined as the dishonest or unethical method used by a person entrusted with a position or authority, for personal benefits. In other words, Corruption is when a person who is responsible for a task, and misuses that position for their own profit.  Corruption eats up the innocence of people belonging to all walks of life. If any country wants to achieve sustained socio economic development with healthy foreign investment, corruption must be eliminated at all cost.

The current structure of the National Accountability Bureau (NAB) was set up by Gen Pervez Musharraf who issued the National Accountability Bureau Ordinance, 1999 to replace the Ehtesab Act of 1997. NAB has gone through several changes leading to restricting its powers and authority, yet in anticipation of fair and across-the-board accountability.

With the prevalence of multiple sources of information and related credibility issues, the projection of accountability efforts became a stimulating role for a public servant. It became more challenging when the battle for accountability occurs increasingly in the media, including social media when Mr. Nawazish Ali Khan Asim joined NAB as its Spokesperson/Director Media in 2014.

## Statement of Intent

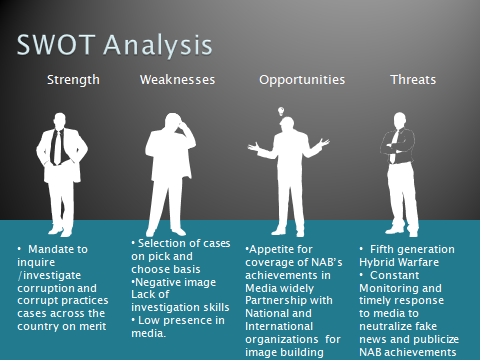
Media plays a significant role in building public perception on critical issues faced by society, one of which is corruption besides the performance of public sector organizations. The advancement in information communication technologies has brought communities much closer; they are more connected than ever before in human history. It is becoming more important for the National Accountability Bureau (NAB) how to bridge perception gaps on challenges related to corruption and its performance?. The National Accountability Bureau (NAB) was established in 1999 with a mandate to eradicate corruption and recover ill-gotten money from corrupt elements. NAB has developed a three-pronged strategy comprising awareness, prevention and enforcement for effective implementation of the National Accountability Ordinance (NAO) 1999. NAB’s performance is satisfactory but it is not being reflected in print, electronic and social media prominently especially fake news/negative reporting are being aired/published in media. NAB was expected to have an effective and result-oriented media campaign advocating NAB’s performance across all media platforms, involving reputed national and international organizations as eradication of corruption from Pakistan has become the voice of the whole nation. Although it was avery challenging and gigantic task but communication gap between NAB and the media has to bridge for the dissemination of information to all stakeholders by chalking out a comprehensive communication strategy in boosting up image and repute of NAB and public perception while upholding the highest standards of work ethics for dissemination of NAB’s achievements very prominently in all the leading TV Channels, newspapers and social media free of cost with no budgetary provisions.

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## Scene Setter

Mr. Nawazish Ali Khan Asim, Spokesman of NAB is sitting in his room in NAB Headquarters, Islamabad to pul l his official responsibilities. He receives a call from Mr. Justice Javed Iqbal, Chairman NABon Intercom in which Chairman NAB is on the call. He directs him to visit his office immediately in NAB Headquarters, Islamabad. When Mr. Nawazish Ali Khan Asim, Spokesman NAB enters the office of the Chairman NAB, he looks that the Chairman NAB is apprising someone on the telephone about the performance of NABbut the other person is raising questions and seems not satisfied with the performance of NAB and referring some media reports in which NAB’s performance has been criticized. Chairman NAB tries to justify the performance of NAB but the other person made Chairman NAB worried. The conversation between Chairman NAB and the other person ends with the words “Sir, NAB’s performance as compared to previous tenuresof Chairman NAB is much better and we will do our best to improve its performance and enhance repute and repute in the eyes of local and international organizations burning mid nights candles through its three-pronged strategy of NAB Awareness, Prevention and Enforcement in media very prominently”.

# Strength, Weaknesses, Opportunities and Threats (SWOT) Analysis of NAB



Mr. Nawazish Ali Khan Asim joined National Accountability Bureau (NAB) as Spokesperson/Director, Media from the Capital Development Authority (CDA) on deputation basis in NAB. Mr. Asim is a graduate of the prestigious Government College, Lahore and possesses an M.SC degree from Quaid-e-Azam University, Islamabad. He has progressive growth experience of more than 29 years working in public sector departments in various capacities having a knack for public relations besides the Human Resource Department and Administration abilities. He has good interpersonal communications skills due to which he has not only established personal contacts with local and international media persons as well as reputed national and international organizations to highlight true perspective/point of view of any organization in media very prominently.

After a detailed review of NAB through findings of SWOT analysis, Mr. Nawazish Ali khan Asim decided to have regular interaction with Mishal Pakistan which was the country partner institute of the World Economic Forum in Pakistan and apprise them the excellent performance especially achievements of NAB during the tenure of Justice Javed Iqbal, Chairman NAB who took over the responsibilities of his office on Oct 10, 2017. It is important to note here that Mishal Pakistan conducts the annual Executive Opinion Survey, collecting the voice of the different public and private departments, journalists and business community in order to measure country’s data for the Global Competitiveness Index and various factors of determining Pakistan’s Global Competitiveness Ranking. These analyses were published in various national and international research publications and newspapers. Mishal Pakistan also identified various key problematic factors for doing business in Pakistan, in addition to inadequate infrastructure supply, corruption as the leading factor was also identified, along with, policy instability, access to financing, good governance government, inflation, corruption, inadequate supply of infrastructure, government instability/coups, crime and theft, inadequately educated workforce, tax rates and tax regulations etc.

Accordingly, Mr. Asim held a meeting with Mr. Amir Jahangir, Chief Executive Officer of Mishal Pakistan, Country Partner Institute of the World Economic Forum’s Future of Economic Progress System Initiative, it was agreed that Mr. Nawazish Ali Khan Asim, Spokesman NAB will share the performance report of NAB as Mr. Asim has informed him that NAB has already not only chalked out three pronged strategy comprising Awareness, Prevention and Enforcement but has launched very proactive media campaign in print, electronic and social media based on real-time data, facts and figures. Accordingly, Mr. Nawazish Ali Khan Asim, Spokesman NAB, NAB has rejuvenated due to its affective awareness and prevention campaign in print, electronic and social media. He apprised Mr. Amir Jehangir that he also is going to have interactions with Transparency International Pakistan and PILDAT Pakistan as well so that NAB;s performance may also share with them. He further added that Gilllani and Gallup Survey will also be conducted so that people’s trust upon should be judged on the basis of real time data, its scientific analysis.

During the meeting, it was agreed that Mr. Asim will share NAB’s achievements with Mr. Amir Jehangir who will have his assessment and analysis and if there will be any questions, queries related to data, he will contact with Mr. Nawazish Ali Khan Asim, Spokesman NAB at any time. In line with the agreed arrangement, Mr. Nawazish Ali Asim, Spokesman NAB discussed the matter with Chairman NAB and apprised him that we may have performance report of NAB Headquarters and from all regional bureaus/sub office of NAB located at Rawalpindi/Islamabad, Lahore, Karachi, Quetta, Peshawar, Multan, Sukkur and Gilgit Balististan so that authentic data may please be shared with Mishal Pakistan, Country Partner Institute of the World Economic Forum.

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# Outcome of NAB’s Proactive Awareness and Prevention Country-wide Campaign



The Awareness and Prevention activities of NAB are mandated under sections 33B, 33C and 33D of NAO, 1999. NAB not only chalked out an effective Awareness and Prevention activities in order to aware people at large about the ill effects of corruption with an emphasis on standing united against corruption for the prosperity, development of Pakistan as part of the mandate and to constitute committees comprising of NAB officers and/or other persons or organizations from the private or public sectors to identify the loopholes and examine the laws/rules/regulations/procedures etc. of various Ministries, Departments of the Federal Government or Provincial Government, Statutory or other public corporations or bodies and to recommend amendments in the same as the case may be, to eliminate corruption and corrupt practices. In accordance with the mandate of NAB, NAB has signed a memorandum of understanding with Higher Education Commission (HEC) to establish Character Building Societies (CBS) in Universities/Colleges to aware students at an early age about corruption and its impact on Pakistan’s economy, development and progress. NAB in coordination with HEC, established about 50 thousands Character Building Societies which have started yielding excellent results. Similarly, NAB has established Prevention Committees comprising of NAB officers and/or other persons or organizations from the private or public sectors to identify the loopholes and examine the laws/rules/regulations/procedures etc. of various Ministries, Departments of the Federal Government or Provincial Government, Statutory or other public corporations or bodies and to recommend amendments in the same as the case may be, to eliminate corruption and corrupt practices.

On the directions of Chairman NAB, Spokesman NAB under NAB’s Awareness and Prevention strategy launched an effective media campaign across the country engaging different Governmental, Non-Governmental Organizations, media, Civil Society and other segments of society to aware people of the ill effects of corruption. He very prominently highlighted NAB’s achievements in print, electronic and social media throughout the country. Due to NAB’s efforts, all ATMs of all scheduled Banks carry NAB’s message across the country to aware people of the ill effects of corruption. Sui Northern Gas Pipeline Limited (SNGPL), Islamabad Electric Supply Company (IESCO), Lahore Electric Supply Company (LESCO), Gujranwala Electric Power Company, (GEPCO), Faisalabad Electric Power Company (FESCO) and Karachi Electric (K-Electric) join hands with NAB to print NAB’s message “Say No to Corruption” from their platform to disseminate awareness about the ill effects of corruption. IESCO and other organizations have started printing the NAB message “Say No to Corruption” on electricity bills and Gas bills.NAB, in collaboration with Islamabad Capital Traffic Police (ICT), started printing 2.4 million NAB messages on all driving licenses.NAB in Collaboration with Pakistan Telecommunication (PTA) disseminated, NAB message to millions of mobile phone subscribers of all telecom companies across the country on the eve of International Anti-Corruption Day every year on December 9 to aware people belonging to all segments of society of the ill effects of corruption.NAB in Collaboration with Pakistan Film Censor Board, Islamabad started airing NAB’s video message in all Cinema Houses in the country in order to aware people belonging to all segments of society about ill effects of corruption.NAB reached out to the Pakistan Post, so a public postal stamp can be issued bearing the “Say No to Corruption: message. Say No to Corruption was also written on mailing Envelopes of Pakistan Post. This collaboration with Pakistan Post helped NAB enable more than 35 million Pakistanis to learn about the awareness campaign “Say No to Corruption” in three years (2014-2017). Collaborating with the Traffic Police Services, all the provinces of Pakistan were reached and they started printing [“Say No to Corruption” on Driving Licenses](https://tribune.com.pk/story/1158343/say-no-corruption-traffic-police-joins-nab-drive). This became a common message while the public trying to bribe the police or the police expecting any bribes from the traffic commuters. Attracting the youth NAB reached out to Pakistan Cricket and Hockey teams and made them the custodians of the message of “Say No to Corruption” for all national and international matches. The players not only displayed their commitment to the cause but also publicly spoke against corruption and how it can impact society at all levels. The effort became very effective amongst youth and the young generation. To impart more awareness to the younger generation NAB created the [first story and colouring book for children on the theme of Say No to Corruption](https://www.unodc.org/pakistan/en/say-no-to-corruption-international-anti--corruption-day.html). The effort was made possible by collaborating with the United Nations Office on Drug and Crime (UNODC). The Story book for children “Gogi Says No to Corruption” in English and Urdu was published and distributed among school children. Colouring books for children of primary and secondary level students to educate the children of Pakistan to always “Say No to Corruption” were also distributed among school children. The Story and colouring books were designed by famous award winner Pakistani cartoonist Nigar Nazar, the books were launched by the President of Pakistan at the International Anti-Corruption Day on 9 December 2015 at the President‘s house, Islamabad

NAB and Mishal Pakistan representatives agreed on reaching out to public utility institutions to create awareness. The message “Say No to Corruption” was made written on Electricity, Gas & PTCL etc Bills across the country. The collaboration was voluntary and made the public utility organizations as awareness partners in this effort. Another public interaction point was the banks and financial institutions, NAB reached out to the State Bank of Pakistan and asked them to be part of the national initiative against corruption and join the Say No to Corruption campaign. State Bank of Pakistan asked all its licensee banks to not only display “Say No to Corruption” at all branches but also [the message “Say No to Corruption” flashing on all ATMs across Pakistan.](https://tribune.com.pk/story/1438436/nab-continue-say-no-corruption-campaign)NAB’s message was printed on all government tenders issued for publication in newspapers in Balochistan and Gilgit Baltistan which were expanded to other provinces accordingly. The Media Wing of NAB on daily basis was not only monitoring the progress but was apprising Chairman NAB and Mishal Pakistan on regular basis under its effected communication strategy.

The Gallup & Gillani Pakistan conducted a survey acknowledged the effectiveness of the NAB’s communication campaign and the visibility of the National Accountability Bureau’s achievements. As a result, 59% of the respondents from the survey conducted showed trust upon NAB’s capabilities. The Gallup & Gillani Pakistan survey report was highlighted by Media Wing very prominently in media so that national and international organizations should be having information about the performance of NAB through survey of an independent reputed organization of Pakistan which further helped in boosting up the repute and image of NAB.

Moreover, the Executive Board of NAB is the highest consultative forum of NAB, headed by Chairman NAB, assisted by Deputy Chairman NAB, Prosecutor General Accountability (PGA), DG Operations and all other senior officers of NAB including Spokesman NAB. The Spokesman NAB was assigned the responsibilityof highlighting the decisions of Executive Board Meetings in all the leading newspapers, as well as the electronic media. Editorials and opinion pieces were published, and many current affairs shows across different news channels discussed the various proceedings and outcomes of the bureau’s activities in different languages. Such presence across all the prominent and otherwise media outlets was due to the preemptive undertaking and initiative showed by the Bureau’s Media Wing headed by Mr. Nawazish Ali Khan Asim, Spokesman NAB. This undertaking has reflected on the performance of all regional offices of the National Accountability, not only in their respective areas of jurisdiction but also in the Federal Capital, Islamabad where almost all the leading institutions are located. To mark the International Anti-Corruption Day on 9th December every year, Spokesman NAB through his efforts managed to publish supplements in almost all leading English and Urdu newspapers. These supplements carried messages of the Honorable President of Pakistan, the Chairman NAB and the Secretary-General United Nations (UN) marking the importance of International Anti-Corruption Day. Moreover, Spokesman NAB also managed to publish a special supplement in the leading English and Urdu Newspaper on the eve of Pakistan’s Independence Day 14th August 2021 in solidarity with the nation. Moreover, all screens installed at Pakistani airports were also made to flash the message “Say No to Corruption” in both English and Urdu. This was complimented by putting up standees at the airport. Especially areas where passengers are most vulnerable to bribes from the public sector organizations like Pakistan Customs, Anti Narcotics Force, Airport Security Force and Immigration etc. Pakistan Railways carries more than 50 million passengers across the country annually. The slogan “Say No to Corruption” message to be made part of these people was an innovative idea and the NAB team thought of making Pakistan Railways a partner for this as well. All Railways Tickets were redesigned and the message “Say No to Corruption” became the national cause of Pakistan Railways as well.A comprehensive report with pictures was shared with the representatives of Mishal Pakistan for further sharing of the data with the World Economic Forum. The initiative and the campaign on “Say No to Corruption” was not only greatly appreciated by Mishal Pakistan but was also considered the [best public interest communication campaign in 2014.](https://www.facebook.com/MediaDevelopmentTrust/photos/?tab=album&album_id=836603073097732&paipv=0&eav=AfblCPAYpMuRPz7p1Dskdi84_tmmRFcB1K0BjJe29dsxuFoFKPuX5IP_9OQfvJ3VoA8&_rdr)

The World Economic Forum and Mishal Pakistan in their country-level communications and press releases started praising the National Accountability Bureau (NAB) and its innovative strategic communications strategy. At one of the country partner institutes’ internal meetings, NAB was presented as an institution that has championed the cause of anti-corruption while increasing the footprint of public debate and awareness related to corruption-related issues.

This collaboration with Mishal Pakistan as a country partner institute has resulted in knowledge-sharing input from NAB every year for the annual executive opinion survey, seeking input on questions related to corruption and anti-corruption efforts in the country.

The interaction with Mishal Pakistan also resulted in correcting and updating the data promptly, which has resulted in the gradual improvement of Pakistan’s rankings on the Global Competitiveness Index of the World Economic Forum from 133 in 2014 to 110 in 2019/20.

On the invitation of Justice Javed Iqbal, Chairman NAB, Mr. Amir Jehangir, Mishal Pakistan’s Chief Executive Officer visited NAB Headquarters, Islamabad where he held a meeting with Justice Javed Iqbal, Chairman NAB and Mr. Nawazish Ali Khan Asim, Spokesman NAB. During the meeting, he had not only appreciated the performance of NAB but also presented the World Economic Forum’s Report on [Global Competitiveness Report to the Chairman National Accountability Bureau (NAB)](https://www.thenews.com.pk/print/768049-competitiveness-report-presented-to-nab-chief), as a gesture of goodwill and trust but also thanked NAB for playing a pivotal and active role in improving Pakistan’s image and footing on global competitiveness rankings in eradication of corruption.

## Challenges as well as Failures

The emerging diversity of media forums closely linked with the majority of the young generation in Pakistan along with advanced information technology poses multiple challenges for a spokesperson. This role demands continuous improvements in learning skills and changes in thinking patterns as well as engaging effective social media platforms in order to address various challenges timely. It becomes critical when repute and image of the organization is threatened or at stake.

Each case under investigation in NAB creates the influence of pressure groups watching to pinpoint any fraction of omission or mistake in the limelight. Following events/cases put immense pressure on NAB.

## The arrest of Dr. Mujahid Kamran, Ex-Vice Chancellor of Punjab University, Lahore

The National Accountability Bureau (NAB) arrested Dr.Mujahid Kamran and the other professors over allegations of corruption, illegal appointments and nepotism and brought them to court to seek physical remand in handcuffs in 2018. The basis for the arrest was well justified under NAB rules but the conduct of NAB Lahore officials were reported as "disrespectful" in the media. This case was also difficult to defend as the Supreme Court of Pakistan and NAB officials were criticized upon the procedure adopted by NAB to treat a teacher who was innocent till prove guilty. The issue was brought tothe limelight by print, electronic and social media including human rights commission of Pakistan also raised voices against his arrest which dented the image and repute of NAB through various pressure groups. It was very hard for Spokesman NAB to defend NAB and provide media with official positions and respond to multiple inquiries from different official forums.

## The arrest of Mir Shakeel–ur-Rahman, owner of Jang Media Group

Mir Shakeel-ur-Rehman owner of the largest media group Jang in Pakistan was arrested by NAB in 2020 in the case of allegedly misapplication in getting the land allotted to him. All media groups excluding a few started an intensive campaign against NAB and immense pressure was built to discredit the working of NAB including national and international organizations raised voices against his arrest. It was marked reportedly as a unjustified and politically motivated arrest. Later on, bail was granted to Mir Shakil-ur-Rahman by the Supreme Court, subsequently, he was acquitted by the Accountability Court Lahore. During the arrest of the owner of the media group, it was very challenging and difficult for the spokesman to defend NAB as all prominent media organizations in the country and abroad as well as human rights organizations were raising voice against the arrest of Mir Shakil ur Rehman.

## Audio-Video Scandal of Chairman NAB

Controversial video recordings involving the chairman of NAB went viral on News1 TV Channel as well as on social media in 2019. A reference was filed against the couple for cheating public at large. It was revealed that the group allegedly blackmailed several citizens for one or another reason and has committed fraud with the public. The [NAB](https://www.pakistanpoint.com/en/tag/nab-national-accountability-bureau.html) received six separate complaints against the group and at least 36 witnesses recorded their statements against them. The issue was taken up in the parliament, courts, media and other forums against NAB Chairman and its officials. It was also challenging time for the spokesperson to defend the image of NAB and its Chairman. Campaigns on social media disgracefully targeted the institution as a whole.

The NAB issued a statement, rejected the mere allegations as well as media reports and stated that all such reports were baseless, contrary to facts, fabricated and part of false propaganda against NAB. Later on, the bail was granted to both the accused persons, followed by acquittal from Accountability Court, Lahore.

## Working during COVID-19

During the pandemic, it was very difficult for work to discharge theduties of Spokesman NAB as there was smart lock down in the federal capital Islamabad besides complete lock down in Sindh and semi lock down in other provinces of the country. Moreover, there was a lot of anxiety in the officers/officials not knowing where they stood and undertaking their responsibilities without compromising their essential tasks. Constant communication of the changes in the work practices became a primary need more than anything else. This was made worse by the working conditions that also changed from office to remotely: “working from home”.Media coordination and prompt responses on critical issues proved effective by adopting changes from time to time.

**Enforcement Strategy of NAB**

Besides it Awareness and Prevention activities, NAB under its Enforcement Strategy adopted “Accountability for All” strategy in order to curb corruption and corrupt practices and to nab all those who were allegedly involved in corruption. It is important to note here that NAB is the focal institution of Pakistan under United Nations convention against Corruption (UNCAC) but also selected as Chairman of SAARC Anti-Corruption Forum due to its effective and visible performance through three pronged anti-Corruption strategy comprising Awareness, Prevention and Enforcement.

Justice Javed Iqbal after assumption of the charge of chairman not only considered his responsibilities as a challenge but believed that the institutions are made up of individuals and if individuals perform their duties diligently, honestly and with dedication that enhanced the prestige of the institution. This also enhanced the respect and credibility of these institutions. People from all sections of the society express confidence in this institution and the people attached to the institution look at the officers and officials with respect and dignity. The NAB chairman had also performed his duties as the Acting Chief Justice of the Hon'ble Supreme Court of Pakistan, then his motto was "Justice for all" and when he was discharging his responsibilities as NAB Chairman, his policy was “Accountability for all". Elimination of corruption from the country at that time was NAB’s first priority besides adhering to zero tolerance and self-accountability.  NAB officers do not belong to any political party; they are employees of the state and are doing their job according to the law without any discrimination.  All NAB inquiries are being conducted within the ambit of the law. The anti-corruption strategy formulated by the Justice Javed Iqbal, has been recognized as the most effective anti-corruption strategy.

After the efforts and hard work of Justice Javed Iqbal, National Accountability Bureau, NAB has emerged as an excellent anti-corruption body with training and working environment for the development of its existing workforce.  With the recruitment of new investigative officers, it has become a model institution.  The new investigation officers will be trained at the Police Training College, Sihala.After the completion of their training, the investigation and research work has been further intensified. The hard work of the NAB officers has helped in enhancing transparency, achievement of objectives and professionalism. It is an honour for NAB that NAB is the first organization of the world to which China has signed a memorandum of Understanding (MOU) to oversee CPEC projects being conducted in Pakistan. AB has introduced a new concept of Combine Investigation Team (CIT) in order to benefit from the experience and collective wisdom of senior supervisory officers in order to further improve the standard and quality of inquiries and investigations on the basis of solid evidence as well as statements of witnesses and documentary evidence besides establishing state of the art Forensic Science LAB which has facilities of Digital Forensics, Questioned Documents and Fingerprint analysis. These initiatives of NAB started lending quality. Training is a continuous process which plays a vital role in enhancing the abilities of skills on investigation officers as well as prosecutors. NAB also paid special attention to the training of officers.  NAB has launched a comprehensive standard grading system to review and further improve the annual performance of NAB officers. Under this grading system, the performance of all NAB regional beavers is being reviewed annually.  They are not only made aware of their strengths and weaknesses but are also instructed to rectify them.  The NAB has developed an effective monitoring and elevation system to improve the infrastructure and working procedures for expeditious disposal of all grievances.  The main objective of citizen friendly NAB is not only to inform the complainant about the progress of his complaint in an efficient manner but also to ensure transparency and accountability in the context of liaison with the complainant in NAB which has increased confidence in the NAB and helped promote transparency and merit in the NAB with improved infrastructure and working procedures for expeditious handling of grievances, there has been an increase in the number of complaints from inquiries and inquiries to investigations and accountability.  The National Accountability Bureau (NAB) has appointed new law officers in the Prosecution Division keeping in view the modern requirements of the NAB.  With the deployment of new investigating officers in the Operations Division and new law officers in the Prosecution Division, both the divisions have become more active.  The National Accountability Bureau has also set up training programs to enhance the capacity of its investigative officers and new law officers on modern lines, where they will be trained by national and international experts to investigate corruption and white-collar crimes using state-of-the-art technology.  The National Accountability Bureau had filed 1273 references of corruption in the esteemed accountability courts which were pending with a total value of about Rs. 1300 billion.

NAB has also acknowledged the due role of business communitywhich is playing an important role in the economic development of the country. To deal with the grievances of the business community promptly, a special desk was set up at the NAB headquarters on the direction of Chairman NAB where a Director level officer was posted. In addition, the Chairman NAB has directed that the NAB will not take up sales tax, income tax and under invoices matters of Business Community and all cases which were under process in NAB were referred to the FBR which has helped in confidence upon NAB by the Business community. Similarly, the bureaucracy is the backbone of any country as it plays a key role not only in the development and prosperity of the country but also in running the system of government. Chairman NAB not only addressed Federal and Provincial Secretaries at Islamabad, Lahore and Peshawar where he himself listen the problems of the bureaucrats and assured them of their self-respect as well as conduct of all complaint verifications, inquiries, and investigation transparently on merit and if any officer of NAB will cross its limits, he will be taken to task under self-accountability mechanism introduced in NAB by Justice Javed Iqbal as Chairman NAB.

# Outcome of the Countrywide Enforcement Strategy of NAB

As per the official record of NAB, 1405 accused persons were convicted by the various Honorable Accountability Courts from October 10, 2017, till Dec 31, 2021, under Section 10 of National Accountability Ordinance (NAO)-1999 and Section 25 (b) of NAO-1999 throughout the country due to vigorous prosecution of NAB. The details are given below which were highlighted in Media very prominently.

**NAB RAWALPINDI**

* In the year 2021, 10x accused persons were convicted till Dec 31, 2021, by learned Accountability Courts Rawalpindi/Islamabad based on solid evidence through vigorous prosecution of NAB Rawalpindi under section 10 of NAO-1999.
* In the year 2020, 13x accused persons, in the year 2019, 09x accused persons, while in the year 2018 and 20x accused persons were convicted by learned Accountability Courts under section 10 of NAO-1999.
* During 2021, 24x accused persons were convicted by different learned Accountability Courts in Rawalpindi/Islamabad based on solid evidence through vigorous prosecution of NAB Rawalpindi under section 25(b) of NAO-1999.
* In the year 2020, 21x accused persons, in the year 2019, 23x accused persons while in the year 2018, 08x accused persons were convicted by different learned Accountability Courts Rawalpindi/Islamabad under section 25(b) of NAO-1999.

**NAB LAHORE**

* 7x accused persons were convicted in the year 2021, based on solid evidence through vigorous prosecution of NAB Lahore in learned Accountability Courts, Lahore under section 10 of NAO-1999.
* During the year 2020, 12x accused persons, in the year 2019, 03x accused persons, in the year 2018, 28x accused persons, while in the year 2017, 12x accused persons were convicted by learned Accountability Courts, Lahore under section 10 of NAO-1999.
* 23x accused persons were convicted by learned Accountability Courts, Lahore in 2021 based on solid evidence through vigorous prosecution of NAB Lahore under Section 25(b) of NAO-1999.
* In the year 2020, NAB Lahore got 26x accused persons convicted, in 2019, 59x accused persons and similarly in the year 2018, 62x whereas in the year 2017 from Oct 10, 2017, to Dec 31, 2017, 13x accused persons were convicted by different learned Accountability Courts under section 25(b) of NAO-1999.

**NAB KARACHI**

* During 2021, 53x accused persons were convicted by different learned Accountability Courts of Karachi based on solid evidence through vigorous prosecution of NAB Karachi under section 10 of NAO-1999.
* In the year 2020, 24x accused persons, in the year 2019, 56x accused persons, similarly in the year 2018, 72x accused persons while from October 10 to 31 December 2017, 13x accused persons were convicted by different learned Accountability Courts under section 10 of NAO-1999.
* During 2021, 23x accused persons were convicted by different learned Accountability Courts of Karachi based on solid evidence through vigorous prosecution of NAB Karachi under section 25(b) of NAO-1999.
* Similarly, in the year 2020, 32x accused persons were convicted, in the year 2019, 94x accused persons, and 44x accused persons in the year 2018, while from October 10, 2017, to Dec 31, 2017, 53x accused persons were convicted by different learned Accountability Courts Karachi under section 25(b) of NAO-1999.

**NAB SUKKUR**

* NAB Sukkur during the year 2021, 14x accused persons have been convicted by the learned Accountability Court, Sukkur based on solid evidence through vigorous prosecution of NAB Sukkur under section 10 of NAO-1999.
* Similarly, during the year 2020, 04x accused persons, in the year 2019, 10x accused persons, in the year 2018, 16x accused persons, while in the year 2017 from Oct 10, 2017, till Dec 31, 2017, 26x accused persons were convicted by learned Accountability Court, Sukkur under section 10 of NAO-1999.
* During the year 2021, 43x accused persons from the learned Accountability Court, Sukkur based on solid evidence through vigorous prosecution of NAB Sukkur under Section 25(b) of NAO-1999. In the year 2020, 82x accused persons, in the year 2019, 112 x accused persons, in the year 2018, 55x accused persons and similarly in the year 2017 from Oct 10 to Dec 31, 2017, 41x accused persons were convicted by learned Accountability Court Sukkur under section 25(b) of NAO-1999.

**NAB KHYBER PAKHTUNKHWA**

* During the year 2021, 6x accused persons were convicted by the learned Accountability Court, Khyber Pakhtunkhwa based on solid evidence through vigorous prosecution of NAB Khyber Pakhtunkhwa under section 10 of NAO-1999.
* Similarly, during the year 2020, 05x accused persons, in the year 2019, 06x accused persons, while in the year 2018, 25x accused persons were convicted by Honorable Accountability Courts, Khyber Pakhtunkhwa while in the year 2017 from Oct 10 to Dec 31, 2017.
* 5x accused persons were convicted by different learned Accountability Courts inKhyber Pakhtunkhwa under section 10 of NAO-1999.
* During 2021, 02x accused persons were convicted by different learned Accountability Courts in Khyber Pakhtunkhwa based on solid evidence through vigorous prosecution of NAB Khyber Pakhtunkhwa under section 25(b) of NAO-1999.
* During the year 2020, 06x accused persons, in the year 2019, 06x accused persons, while in the year 2018, 08x accused persons while in the year 2017 from Oct 10 to Dec 31, 2017, 20x accused persons were convicted by different learned Accountability Courts Khyber Pakhtunkhwa under section 25(b) of NAO-1999.

**NAB BALOCHISTAN**

* During the year 2021, 16x accused persons in learned Accountability Courts, Balochistan based on solid evidence through vigorous prosecution of NAB Balochistan under section 10 of NAO-1999.
* Similarly, in the year 2020, 03x accused persons, in the year 2019, 04x accused persons, while in the year 2018, 04x accused persons while in the year 2017 from Oct 10 to Dec 31, 2017, 1x accused person was convicted by learned Accountability Courts, Balochistan under section 10 of NAO-1999.
* In the year 2021, 1x accused persons, in the year 2020, 2x accused persons while in the year 2018, 2x accused persons were convicted by learned Accountability Courts, Balochistan under section 25(b) of NAO-1999.

**NAB MULTAN**

* In 2021, 04x accused persons have been convicted by the learned Accountability Court, Multan based on solid evidence through vigorous prosecution of NAB Multan under section 10 of NAO-1999.
* Similarly, during the year 2020, 12x accused persons, in the year 2019, 03x accused persons, in the year 2018, 07x accused persons, while in the year 2017 from Oct 10 to Dec 31, 2017, 03x accused persons were convicted by learned Accountability Court, Multan under section 10 of NAO-1999.
* NAB Multan in the year 2020 got convicted 02x accused persons by the learned Accountability Court, Multan based on solid evidence through vigorous prosecution of NAB Multan under Section 25(b) of NAO-1999.
* Similarly, in the year 2019, 01x accused persons, in the year 2018, 10x accused persons, while in the year 2017 from Oct 10 to Dec 31, 2017, 02x accused persons were convicted by learned Accountability Court Multan under section 25(b) of NAO-1999.

**ACTIONS SPEAK LOUDER THAN WORDS**

1405 persons were convictions by Learned Accountability Courtsfrom Oct 10, 2017 to Dec 31, 2021: The details of Convictions under Section 10 of NAB Ordinance are agiven below:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Region** | **2021** | **2020** | **2019** | **2018** | **From Oct 10, 2017** | **Total Convictions** |
| **NAB(Lahore)** | 07 | 12 | 03 | 28 | 12 | 62 |
| **NAB (Rawalpindi)** | 10 | 13 | 09 | 20 | 0 | 52 |
| **NAB (Karachi)** | 53 | 24 | 56 | 72 | 13 | 218 |
| **NAB (Sukkur)** | 14 | 04 | 10 | 16 | 26 | 70 |
| **NAB(Multan)** | 04 | 12 | 03 | 07 | 3 | 29 |
| **NAB(KP)** | 06 | 05 | 06 | 25 | 05 | 47 |
| **NAB(Balochistan)** | 16 | 03 | 04 | 04 | 01 | 27 |
| **Convictions Under Section 10 of NAO** | | | | | **505** | |

**Convictions under Section 25 (b) of NAB Ordinance**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Region** | **2021** | **2020** | **2019** | **2018** | **From Oct 10, 2017** | **Total Convictions** |
| **NAB(Lahore)** | 23 | 26 | 59 | 62 | 13 | 183 |
| **NAB (Rawalpindi)** | 24 | 21 | 23 | 08 | 0 | 76 |
| **NAB (Karachi)** | 23 | 32 | 94 | 44 | 53 | 246 |
| **NAB (Sukkur)** | 43 | 82 | 112 | 55 | 41 | 333 |
| **NAB(Multan)** | 0 | 02 | 01 | 10 | 02 | 15 |
| **NAB(KP)** | 02 | 06 | 06 | 08 | 20 | 42 |
| **NAB(Balochistan)** | 01 | 02 | 02 | - | - | 05 |
| **Convictions under Section 25 (b) of NAO** | | | | | **900** | |

1. **Convictions under Section 10 of NAO-1999 = 505 Convictions**
2. **Convictions under Section 25 (b) of NAO-1999 = 900 Convictions**

**Grand Total of Convictions (From Oct 10, 2017, to Dec 31, 2021) = 1405**



# Analysis

Eradication of corruption is of paramount importance for building Pakistan's political, social, and economic reputation in the comity of nations. The sense of accountability is woven into its broader application in the social, ethical, professional, legal, political, and administrative domains of society. Since accountability is a multi-faceted, broader, and relatively complex phenomenon, its performance reporting is equally complex and challenging.

Demand for transparency and accountability has gained much more attention as the economy of Pakistan has become dependent on external resources including the international monetary fund (IMF), World Bank and lending sources. Monitoring agencies of lending agencies are now focused on the transparent use of loans and accountability of funds used.

On the other hand delivery of public services involves greater diversity in terms of actors and underlying structures. These changes result in new encounters for accountability in governance. Since the shadow of government changes the nature of accountability, stabilization of internal control systems becomes mandatory for every business including public service for steady performance.

The World Economic Forum and Mishal Pakistan in their country-level communications and press releases started praising the National Accountability Bureau (NAB) and its innovative strategic communications strategy. At one of the country partner institutes’ internal meetings, NAB was presented as an institution that has championed the cause of anti-corruption while increasing the footprint of public debate and awareness related to corruption-related issues. The collaboration with Mishal Pakistan as a country partner institute has resulted in knowledge-sharing input from NAB every year for the annual executive opinion survey, seeking input on questions related to corruption and anti-corruption efforts in the country.

The interaction with Mishal Pakistan also resulted in correcting and updating the data through sharing of ideas promptly which resulted in the gradual improvement of Pakistan’s rankings on the Global Competitiveness Index of the World Economic Forum from 133 in 2014 to 110 in 2019/20.The international institution takes pride in partnering with national institutions building credibility and trustworthiness on both sides, andcreating more space for policy improvements and collaborations.

Accountability however is not an event; it is a continuous process which needs consistent efforts and policy reforms at all levels of government functionaries to harvest progress for the prosperity of Pakistan. Strong political wil, well-designed systems and procedures, judicial support and awareness-raising are paramount for our journey towards progression.

# Conclusion

This is a story of a dynamic leadership, team work, and committed and dedicated workof Spokesman NAB under the supervision of Chairman NAB against all those who were allegedly bent on breaking the law through corruption and corrupt practices. It is evident that through personal interaction and provision of necessary information, data and documents to Mishal Pakistan, a Country Partner Institute of the World Economic Forum who has not only appreciated NAB’s achievements but also lauded NAB;s proactive communication campaign/strategy launched by Spokesman NAB.

The role of the spokesperson of any organization is very vital in order to have dissemination of information, awareness and highlighting achievements of its organization as Spokesperson is officially designed to bridge the communication gap between the media and the organization through proactive communication strategies which can impact the organization’s image and repute at regional as well as global levels. Hard work and innovative thinking of Spokesmen not only benefit the institutions but also help the institution in goals and achieving desire results.

Realizing the need for accountability, transparency and merit should not limit to NAB or any other organization but such principles should be part of every state organization so that a dream of prosperous Pakistan may please be materialized in the years to come. Consciousness-raising among all government functionaries for better governance through accountability provisions from institution to individual levels is a need of the time. Sooner these phenomena are realized, the chances of a better future should be increased.

# The Lessons Learnt

The case study describes a very challenging and complex scenario which has socio-economic, political, administrative, legal & legislative and community dimensions. As a result of successfully dealing with the situation, the following lessons are drawn;

1. It is very clear that leadership, commitment, integrity and a high level of personal interest are of utmost importance in achieving results in highly challenging situations, especially on the accountability front;
2. On the basis of situation analysis and ground realities coupled with SWOT analysis, helps in creative thinking and initiatives to accomplish task(s)in complex work environments;
3. Strong interpersonal communication skills, coordination, cooperation and support are vital for success in high-stakes situations. The ability to obtain such support at the right time makes a difference and becomes a game changer;
4. State interaction on an institutionalized level is vital if space is to be denied to unscrupulous elements; and
5. Last but not the least, the careful designing of communication/media strategies is vital to avert unforeseen circumstances and fake news in fifth generation hybrid war fear.

# Recommendations

The population dynamics of Pakistan have gone through significant changes over the last two decades. A large proportion of the young generation is actively contributing to challenging prevailing infrastructure to cater for their growing needs. Rapid digitalization and technological advancements also raised the demand for change in the existing system of governance and communication. Given that the following submissions are recommended for an organization for better future in order to bridge information gap between the organization and media as well as other stakeholders.

* All public sector organizations in the country, especially the investigation and regulatory bodies need to research how they contribute to the country’s global rankings, especially indices about their specific sectors.
* A direct relationship should be established between the government institutions and organizations creating datasets for the relevant indicators/indices.
* All Spokespersons of the concerned institutions should be trained on modern techniques in understanding the national and global indicators and should be made aware of how to engage with such institutions as well as media especially social media.
* Spokespeople need to be valued and capacitated to convince senior leadership at all levels on the importance of improving image building and the role of their institution in addressing the problems of people as per law.
* To reconcile with the changing needs of our society, every government organization need to be engaged the organizational development process which leads to identifying the change that needs to take place for continuous improvement and better effectiveness.
* The effectiveness of the organizations can only be improved through planned development and reinforcement of organizational strategies, structures, and processes leading to serve their audience well.
* The primary characteristic of dysfunction is lack of accountability as mixed motives and defused responsibilities become prominent challenge to accountability.

# C:\Users\dir-media.DIR_MEDIA2100\Desktop\wef.pngAnnexures



A Country Partner Institute of the   
Future of Economic Progress System Initiative,

World Economic Forum

**PRESS RELEASE**

**The World Economic Forum appreciates NAB efforts for eradication of corruption in Pakistan**

**The World Economic Forum Ranks Pakistan at 107 among 140 Countries on the Global Competitiveness Index**

**Geneva/Islamabad, Switzerland/Pakistan, 23 October 2018:–** The world economic forum in its Global competitiveness report 2018, has redefined combativeness 4.0. The new index provides guidelines for countries to gear up for the fourth industrial revolution.

The report indicates that Pakistan has been ranked at 107 on the new index, however on back casting and compared to 2017; Pakistan has improved 9 points and is ranked 106 this year, as compared to 115 last year.

While presenting the report to Honorable Justice Mr. Javed Iqbal, Chairman National Accountability Bureau (NAB), Amir Jahangir, CEO, Mishal Pakistan the Country Partner Institute of the Future of Economic Progress System Initiative, World Economic Forum congratulated NAB on embracing the tools and methods to improve Pakistan’s competitiveness. The Report indicates that the global ranking for incidents on corruption for Pakistan has been reduced to 99 in 2018 as compared to 102 in last year.

This change reflects NAB’s proactive approach in reaching out to the citizens to create awareness about the ill effects of corruption. The NAB’s activities have been proven to be more transparent and very efficient across the board. The recent developments by NAB have increased public’s trust in institutions and hope for a more transparent nation.

The Global Competitiveness Index 4.0 methodology has been built on four decades of experience in benchmarking competitiveness, the World Economic Forum’s Global Competitiveness Index 4.0 is a new composite indicator that assesses the set of factors that determine an economy’s level of productivity—widely considered as the most important determinant of long-term growth. The GCI 4.0 framework is built around 12 main drivers of productivity. These pillars are: Institutions, Infrastructure; Technological readiness; Macroeconomic context; Health; Education and skills; Product market; Labor market; Financial system; Market size; Business dynamism; and Innovation. They comprise 98 individual indicators.

Centre for the New Economy and Society The Report is part of the World Economic Forum’s Centre for the New Economy and Society, which aims to build dynamic and inclusive economies in an era of accelerated technological and political change, providing leaders with a platform to understand and anticipate emerging economic and social trends and to adapt policies and practices to our rapidly evolving context. A significant portion of the Centre’s work focuses on shaping frameworks for fostering growth and inclusion, including an accelerator for industrial policy and competitiveness in the Fourth Industrial Revolution. The Centre is also supporting developed and emerging economies in setting up public-private collaborations to close skills gaps and prepare for the future of work as part of its human capital agenda.

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**World Economic Forum Report Lauds NAB’s efforts to aware people about the ill effects of corruption in order to corruption free Pakistan under the Global Competitiveness Index**



A Country Partner Institute of the   
Future of Economic Progress System Initiative,

World Economic Forum

**Islamabad, PK – 15 October 2019 -** The Global Competitiveness Report 2019 of the World Economic Forum Lauds NAB’s efforts to aware people about the ill effects of corruption in order to make Pakistan corruption free under corruption Contribution to Pakistan’s Competitiveness in 2019 as compared to last year, this was said by Amir Jahangir, Chief Executive Officer of Mishal Pakistan, Country Partner Institute of the World Economic Forum’s Future of Economic Progress System Initiative. Mr. Amir Jahangir while presenting the official copy of the Global Competitive Report of World Economic Forum to Honorable Mr. Justice Javed Iqbal, Chairman National Accountability Bureau (NAB) at NAB Headquarters in Islamabad today.

On the occasion, Honorable Mr. Justice Javed Iqbal, Chairman NAB thanked the World Economic Forum and Mishal Pakistan, Country Partner Institute of the World Economic Forum’s Future of Economic Progress System Initiative for their confidence and appreciation for the efforts undertaken by National Accountability Bureau in the last 12 months. He said NAB is absolutely committed to eradicate corruption from the country by adopting Accountability for All” Policy. NAB has made three pronged strategy of Awareness, Prevention and Enforcement in order to aware people about the ill effects of corruption and to bring the corrupt elements to justice as per law

Earlier, Mr. Amir Jahangir briefed the Chairman NAB about the progress made by Pakistan on the Competitiveness 4.0 in the last 12 months. He said that, the country has made good progress on the institutions pillars”. A change of 2 ranks from 109 last year to 107 this year. The Institution pillar captures the progress on transparency, Security, property rights, social capital, checks and balances and ethics, performance of both the public-sector and corporate governance.

He said that NAB’s efforts and successful interventions have impacted in improving Pakistan’s competitiveness scorers, where organized white collar crime has improved 9 points i.e. from 121 in 2018 to 112 this year. The complaints of corruption have been reported more than the last year. Due to this, moved 2 ranks from 99 last year to 101 this year. This is an improvement in scores from 32 to 33 this year compared to 2018. This also signifies the number of incidents being reported now as much more as compared to last year. A noteworthy improvement of public trust in NAB has increased in order to tackle national level accountability challenges.

The Competitiveness 4.0 has evolved and to make countries more future ready for public policy delivery and ensure future challenges and complexities due to the ever-changing relations between governments and their citizens. Pakistan has made great progress on some of the indicators responsible for futures and foresight, especially on the “Government ensuring policy stability”, where Pakistan has been ranked at 80 among 141 countries globally. Suggesting Pakistan to continue its efforts on accountability for all and drive against corruption.

The Report also identifies that Pakistan needs to focus more on improving its “Legal framework's adaptability to digital business models”, although Pakistan scores at 41 this year, lack of attention to digital businesses and cyber security can impact the country in the future. This also includes cybercrimes and digital frauds and loss to public at large.

The Report has adopted a new methodology for measuring Competitiveness 4.0. by including indices which represents more knowledge and digital-based ecosystems. The Global Competitiveness Index (GCI) 4.0 provides a detailed map of the factors and attributes that drive productivity, growth and human development in the era of the Fourth Industrial Revolution. The 2019 edition covers 141 economies, which account for 99% of the world’s GDP.

The World Economic Forum defines competitiveness as the set of institutions, policies and factors that determine the level of productivity of a country. Countries can improve their investment potentials by improving their competitiveness rankings. The Global Competitiveness Report, which in 2018 used a brand new methodology to fully capture the dynamics of the global economy in the Fourth Industrial Revolution, many of the factors that will have the greatest impact in driving competitiveness in the future have never been the focus of major policy decisions in the past. These include idea generation, entrepreneurial culture, openness, and agility. The new tool maps the competitiveness landscape of 141 economies through 103 indicators organized into 12 pillars.

The Global Competitiveness Index 4.0 provides a compass for thriving in the new economy of the Fourth Industrial Revolution. In the present context of economic uncertainty, trade tensions, and social and environmental challenges, it is even more critical that policymakers use the comprehensive tools of competitiveness to put the world economy on a path of growing productivity, inclusion and sustainability.

The Report is a reminder to national policy makers to apply a holistic approach and better balance short-term considerations against factors whose impact is felt beyond quarterly results and election cycles. Governments must better anticipate the unintended consequences of technological integration and implement complementary social policies that support populations through the Fourth Industrial Revolution.

The Global Competitiveness Report is a flagship publication of the World Economic Forum’s Platform for Shaping the Future of the New Economy and Society. The Platform provides the opportunity to advancing prosperous, inclusive and equitable economies and societies. It focuses on co-creating a new vision in three interconnected areas: growth and competitiveness; education, skills and work; and equality and inclusion. Working together, stakeholders deepen their understanding of complex issues, shape new models and standards and drive scalable, collaborative action for systemic change.

Mishal Pakistan is Pakistan’s leading strategic communication and design company. It is also the country Partner Institute of the Future of Economic Progress System Initiative, World Economic Forum. Mishal is responsible to generate primary data on more than 100 indicators measuring Pakistan’s competitiveness. Mishal’s foremost domain of activity is behavior change communication, strategic communication with a spotlight on media and perception management.