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The State of Transparency in Pakistan

Transparency, Accountability, Rule of Law and Legitimacy

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MISHAL
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THE STATE OF TRANSPARENCY IN PAKISTAN

Transparency, Accountibility, Rule of Law and Legitimacy



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ABOUT MISHAL PAKISTAN

Mishal Pakistan is an award-winning institution specializing in business intelligence, benchmarking, public policy, and strategic communications, with a strong focus on translating research into measurable impact. Working at the intersection of development, media, and information intelligence, the organization has played a significant role in strengthening journalistic standards, countering misinformation, and enhancing media credibility. Mishal Pakistan collaborates with governments, international organizations, the private sector, and civil society to design knowledge-based solutions that support economic development, institutional reform, and digital transformation. Recognized for its data-driven approach, Mishal Pakistan serves as the Country Partner Institute of the World Economic Forum (WEF) and contributes to major global indices, including the Pakistan Reforms

Report, Global Risks Report, Global Competitiveness Report, Global Gender Gap Index, Global Travel and Tourism Development Index, Global Growth Report, and the Network Readiness Index. Through its policy and governance advisory work, the organization supports evidence-based decision-making on economic reforms, governance innovation, and digital policy, leveraging artificial intelligence and big data analytics to advance governance modernization, predictive analysis, and strategic communications.

Mishal Pakistan has also pioneered the systematic documentation of governance reforms by launching and institutionalizing the Pakistan Reforms Report, the first comprehensive national effort to record reforms across ministries, divisions, and attached institutions. This initiative introduced a structured, evidence-based framework that moves beyond isolated announcements to provide continuity, comparability, and institutional memory, offering researchers, policymakers, investors, and citizens a credible lens to assess the scope and impact of governance change in Pakistan.

With deep expertise in economic competitiveness research, public diplomacy, and narrative strategy, Mishal Pakistan supports governments and institutions in perception management, policy communication, and crisis response. Through collaboration with international bodies, universities, and global think tanks, the organization continues to advance research-driven narratives, governance innovation, and responsible technology adoption. By integrating strategic foresight, innovation, and collaboration, Mishal Pakistan remains committed to shaping the future of governance, media, and public policy in Pakistan and beyond.

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EDITORIAL MESSAGE

This Report did not begin with a conclusion. It began with a question: what do Pakistanis actually know and think about the institutions that govern them and does the evidence support or challenge what those institutions say about themselves? The question was prompted by a specific observation: that Pakistan in 2026 is at a moment of unusual external pressure to reform its governance and that every previous such moment has produced a cycle of commitment, partial implementation, and quiet abandonment. The reason those cycles have failed to produce durable change is not only a lack of political will, though that has rarely been absent as an explanation. It is also a lack of evidence: a domestically produced, citizen-validated account of what governance actually looks and feels like on the ground, against which the commitments of any administration can be held to a verifiable standard. This Report is our attempt to create that account. The answer, across more than a year of survey design, fieldwork, data analysis, and writing, turned out to be both more nuanced and more urgent than we anticipated. The Report you are reading is our attempt to present that answer honestly without embellishment toward a predetermined narrative, and without the softening of findings that are, in several places, uncomfortable.

The Pakistan Transparency Report 2026 is the first nationally representative, citizen-grounded assessment of governance quality in Pakistan organised around the TARL framework: Transparency, Accountability, Rule of Law, and Legitimacy. It is produced by Mishal Pakistan, an independent research and policy organisation based in Islamabad, and is intended to serve as the first iteration of an annual national benchmark that measures institutional performance through evidence rather than perception alone.

Transparency is not a destination; it is a continuous process of institutional learning and public engagement. We hope this report contributes to that journey and encourages a broader national conversation about how Pakistan can build stronger institutions, deepen public trust, and harness the opportunities of the digital age.

Puruesh Chaudhary
Lead Author
Founder, AGAHI

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A NOTE TO THE READER

Governance reports have a tendency to be read by the already-convinced and filed by those with the power to act on their findings. We have tried to write this one so that it cannot easily be set aside: specific where it counts, qualified where honesty requires it, and written throughout with the reader who has not yet decided what to think firmly in mind.

The choice we have made deliberately and consistently is to lead with what is working.

This is not a concession to optimism, nor a softening of findings that are, in several places, uncomfortable. It is a strategic and evidential decision. Governance literature has a well-documented tendency to catalogue failure. Reports identify gaps, rank deficits, and measure the distance between institutional promise and institutional performance. These measurements are necessary. But they are not sufficient and in Pakistan's case, they have not been sufficient for decades. The governance conversation that focuses primarily on what is broken has not produced the reform momentum the country needs. A different conversation is required.

The forward-looking, positive data in this Report is not decorative. It is diagnostic. When 54% of citizens believe Pakistan is progressing toward a digital future, that finding tells policymakers where reform energy is producing results and where it should be directed next. When 52% feel hopeful about the country's long-term direction despite clear-eyed awareness of present governance challenges, that finding reveals a public asset with sustained optimism that reform can build upon before it is exhausted. When the Armed Forces command confidence from 82% of respondents on national security, that finding establishes a proof of concept: broad institutional trust is achievable in Pakistan, and the conditions that produce it in one institution can be studied and replicated in others.

Positive data, in other words, is not the opposite of accountability. It is accountability's most powerful tool. It shows what is possible. It establishes the benchmark. It gives citizens evidence that improvement is real rather than rhetorical, and it gives reformers a record to build on rather than merely a list of failures to defend against.

What we hope this Report will accomplish, specifically, is to change the terms on which Pakistan's governance is discussed not from evidential to impressionistic, and not by suppressing difficult findings, but by ensuring that the evidence of what is working receives the same analytical rigour and public attention as the evidence of what is not. An impression of failure can be dismissed as bias, grievance, or political interest. A documented finding of progress with a methodology, a sample, and a margin of error is substantially harder to ignore. It demands a response of the same quality: data against data, evidence against evidence.

That is the kind of accountability conversation Pakistan has not yet been able to sustain around its governance successes, not only its failures. We believe it now can.

The purpose of a baseline is to be improved upon by better data in subsequent years, and by the honest engagement of anyone who believes we have measured something incorrectly or left something important unmeasured. We welcome challenge, correction, and correspondence. The Report is a beginning, not a verdict. We hope it is received in that spirit.

PREFACE

Transparency is among the most consequential yet most contested attributes of governance. Societies that open their institutions to scrutiny that make public money visible, rules enforceable, and power accountable consistently outperform those that do not, across every dimension from economic productivity to citizen wellbeing. Yet the story of transparency in the early twenty-first century is, on balance, a story of retreat. In February 2026, Transparency International released the Corruption Perceptions Index (CPI) 2025 the world's most widely cited measure of public sector transparency. Its headline finding was stark: the global average fell to 42 out of 100, the lowest recorded in more than a decade. More than two-thirds of the 182 countries surveyed 122 in total scored below 50, the threshold generally associated with seriously compromised governance. These findings are corroborated by the World Bank's Worldwide Governance Indicators, which track six dimensions of governance; Voice and Accountability, Political Stability, Government Effectiveness, Regulatory Quality, Rule of Law, and Control of Corruption across more than 200 economies. The 2025 revision of the WGI methodology, released in December 2025, applied a stricter protocol for screening data sources and refined indicator mappings yet the substantive picture remains consistent with the CPI: governance quality across much of the developing world has not materially improved, and in several regions it has worsened.

Pakistan's position within this global landscape is perceived one of chronic underperformance a country whose formal institutional architecture contains many of the legal prerequisites of a transparent state, yet whose practice falls consistently short of its stated commitments.

In the CPI 2025, Pakistan scored 28 out of 100 a one-point improvement over 2024 and ranked 135th among 180 countries. Pakistan's score has improved by four points since 2021, but the pace is insufficient to alter its structural positioning within the next decade without significant institutional reform. However, the Pakistan Reforms Report 2026, launched in Islamabad by Mishal Pakistan, provides the country's most comprehensive evidence-based documentation of governance reforms undertaken during the year. The report recorded more than 600 reforms implemented across 135 federal ministries, divisions, departments, and public institutions, demonstrating a significant expansion in the government's reform agenda. Compared with the previous edition, reform activity increased fivefold, indicating a strategic shift from short-term economic stabilization toward long-term institutional strengthening, improved governance, and enhanced state capacity. The power and energy sector accounted for nearly 40 percent of all reforms, followed by substantial initiatives in law and justice and digital governance, reflecting efforts to improve public service delivery, regulatory efficiency, and institutional effectiveness. A notable feature of the report was the implementation of over 200 digitally enabled reforms, aimed at reducing discretionary decision-making, increasing transparency, streamlining government processes, and improving regulatory predictability for citizens and businesses alike. Rather than serving as a political performance assessment, the report functions as a factual inventory of reforms, documenting policy actions and institutional changes through an evidence-based approach. It also highlights the contribution of these reforms toward strengthening governance, accountability, transparency, and the rule of law in line with United Nations Sustainable Development Goal 16 (Peace, Justice and Strong Institutions).

With IMF projections placing GDP growth at 2.7 percent barely half the rate required to absorb the 2.4 million Pakistanis entering the workforce every year the compounding effect of this drain is not a manageable inefficiency. It is the principal constraint on Pakistan's development trajectory.

The Pakistan Transparency Survey 2025–26, conducted by Mishal Pakistan across all four provinces, Azad Jammu and Kashmir, and Gilgit-Baltistan reveals the citizen dimension of this structural reality. These are not abstract attitudes: they are calibrated responses from citizens who observe, in daily experience, the distance between the formal promises of governance and its actual practice. No transparency framework can function without a free and operative information environment. Citizens must be able to report what they observe; journalists must be able to investigate what institutions prefer to conceal; and the public must be able to access the information required to hold power to account. In Pakistan, each of these prerequisites is under documented and worsening strain.

The IMF's 37-month Extended Fund Facility, approved in September 2024 and supplemented by a 28-month Resilience and Sustainability Facility from May 2025, has introduced an external accountability framework of unprecedented specificity. The Fund's Governance and Corruption Diagnostic Assessment, published in November 2025, identified 142 reform measures required over a three-year horizon, of which 59 were designated priority actions spanning tax administration, anti-corruption institutions, state enterprise governance, and procurement. Three cabinet-level committees were constituted to supervise implementation.

EXECUTIVE SUMMARY

The Pakistan Transparency Report 2026 is the first nationally representative, citizen-grounded assessment of governance quality in Pakistan organised around the TARL framework: Transparency, Accountability, Rule of Law, and Legitimacy. Produced by Mishal Pakistan, it establishes the foundation for a annual Pakistan Transparency Index, to be produced a domestically, an evidence-based baseline that gives Pakistan, for the first time, its own credible account of its own governance.

The Report draws on a nationally representative survey of 2,000 respondents conducted between December 2025 and March 2026 across all four provinces, Azad Jammu and Kashmir, and Gilgit-Baltistan, supplemented by 45 qualitative in-depth interviews and a structured review of international governance indices, IMF and World Bank assessments, and institutional performance data.

The findings reveal a country in motion. Pakistan has made measurable, documented progress across multiple governance dimensions. The Pakistan Reforms Report 2026 recorded more than 600 governance reforms across 135 federal institutions a fivefold increase on the previous year including over 200 digitally enabled reforms designed to reduce discretionary decision-making and modernize public service delivery. Institutions such as the State Bank of Pakistan and the Securities and Exchange Commission of Pakistan have strengthened reporting standards, adopted digital compliance systems, and improved financial oversight in ways that have registered in both international assessments and citizen perceptions. These are not announcements of intent. They are documented institutional changes; evidence that Pakistan's reform capacity, when directed with sustained commitment, delivers results.

At the heart of the Report is a governance pathway that is both analytical and practical: Transparency provides the informational foundation; the disclosure of decisions, budgets, and institutional performance that citizens need to evaluate their government. Accountability converts information into consequence. Rule of law gives accountability its reach applying rules equally and impartially to the powerful and the powerless alike. And legitimacy is both the product of the other three and their operating condition: when institutions are transparent, accountable, and lawbound, citizens extend confidence as a rational response to evidence.

One of the Report's most encouraging findings is the distinction between present institutional confidence and forward-looking national optimism. Citizens consistently express greater hope about Pakistan's future than satisfaction with its present governance arrangements. Fifty-two percent feel hopeful about the country's long-term direction. Forty-five percent expect governance to improve over the next five years. This is not a contradiction it is a signal. Citizens are not withdrawing their trust from Pakistan's institutions. They are withholding it, conditionally, pending consistent and felt improvement. Hope stronger than trust is not a governance failure. It is a governance opportunity of the first order.

Technology emerges throughout the findings as Pakistan's most powerful near-term lever for closing the gap between reform and confidence. Citizens recognize the benefits of digital governance and e-government platforms in terms that no other governance dimension matches. The task ahead is ensuring that digital transformation is accompanied by transparent governance, explainable decision-making, and effective data protection so that technology strengthens public trust rather than introducing new forms of opacity.

Transparency, the Report emphasizes, is not the sole responsibility of government. Sustainable transparency requires collaboration across regulators, businesses, media, civil society, and citizens equipped to read, interpret, and contest the record of the institutions that serve them.

The Report serves two purposes: it establishes Pakistan's first evidence-based governance baseline, and it provides policymakers, investors, civil society, and citizens with a practical framework for strengthening institutional performance through measurable, citizen-validated reform.

This Report is not a verdict. It is a beginning the first chapter of a continuous national measurement system designed to track institutional progress and support the development of a more transparent, accountable, and trusted Pakistan. The baseline has been set. The direction is clear. The public is ready.

PURPOSE OF THE REPORT

Pakistan Transparency Report 2026 is the first national assessment of governance quality in Pakistan to apply the TARL framework; Transparency, Accountability, Rule of Law, and Legitimacy as an integrated diagnostic lens. It draws on primary survey data collected from a nationally representative sample across all administrative units, supplemented by secondary analysis of regulatory performance data, institutional audit findings, and comparative international indices.

The report does not aspire to a verdict on Pakistan's governance system. It aspires to something more useful: a calibrated, evidence-grounded baseline against which change whether improvement or further deterioration can be measured in subsequent years. It is, in other words, an act of institutional memory in a political environment that has historically preferred to begin each reform cycle without reference to what the one before it produced or failed to produce.

Transparency is not a technical property of governments. It is a relational one. It exists, or does not exist, in the space between what institutions do and what citizens know about what institutions do. Narrowing that space requires not only reform from above but legibility from below; citizens, journalists, researchers, and civil society organisations who are equipped to read the record, interpret the evidence, and sustain pressure across the years that structural change requires.

This Report is our contribution to that sustained effort. We offer it in the conviction that data, honestly gathered and rigorously interpreted, is itself a governance act and that naming what is, precisely and without fear, is the first condition of changing it.

THE TARL FRAMEWORK

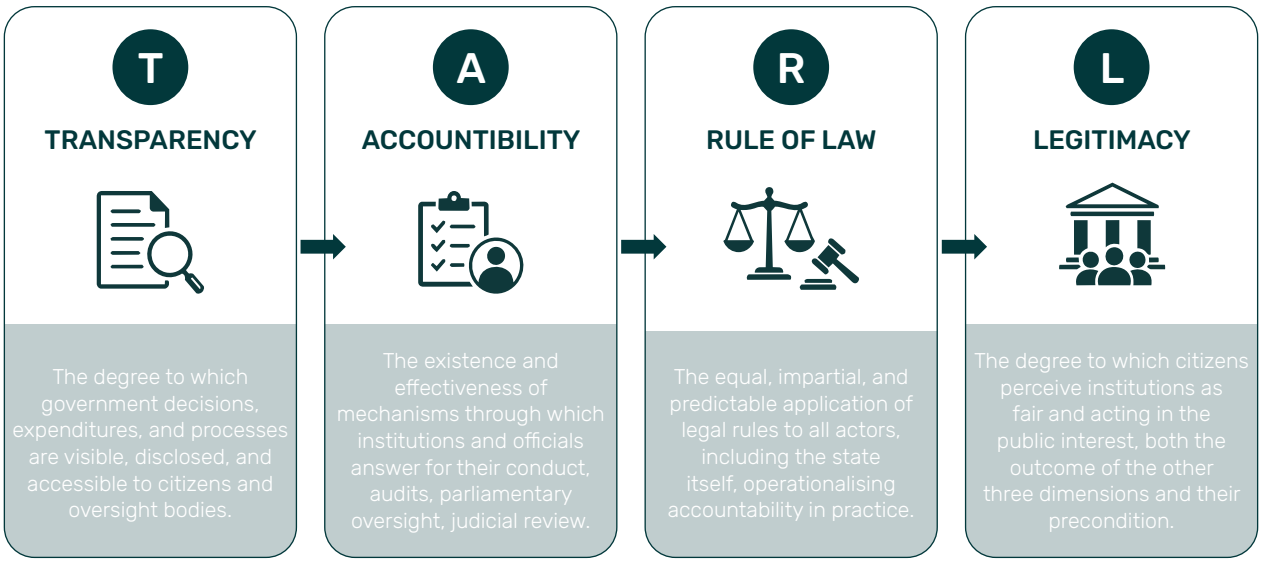
Governance in Pakistan has been assessed, critiqued, and debated through many analytical lenses corruption indices, democratic quality scores, rule of law rankings, press freedom measures. Each captures something real. None, taken alone, captures the whole. The TARL framework Transparency, Accountability, Rule of Law, and Legitimacy is the conceptual architecture of this Report because it is the first framework applied to Pakistan that treats these four dimensions not as parallel categories but as a single, causally interconnected system.

The Four Dimensions

Transparency, the first dimension, concerns the flow of information from institutions to citizens. It encompasses budget disclosure, procurement publication, regulatory decision records, and the accessibility of government data. Without transparency, every other dimension is compromised: accountability mechanisms have nothing to examine, rule of law cannot be applied to facts that are concealed, and public trust cannot be extended to institutions whose conduct is opaque. In Pakistan, the CPI 2025 score of 28 out of 100 places the country in the bottom quartile globally but the CPI is a composite perception measure. The Mishal Pakistan survey disaggregates it: citizens can identify which institutions they trust and which they do not, which services they find transparent and which remain hidden. That specificity is what a national framework makes possible.

Accountability, the second dimension, converts transparency into consequence. Information disclosed is only governmentally meaningful if someone with authority can act on it; if an auditor can flag an irregularity,

THE TARL FRAMEWORK FOR GOOD GOVERNANCE



STRONGER TOGETHER: Transparency enables Accountability; Accountability is enforced through Rule of Law; and together they build Legitimacy and public trust.

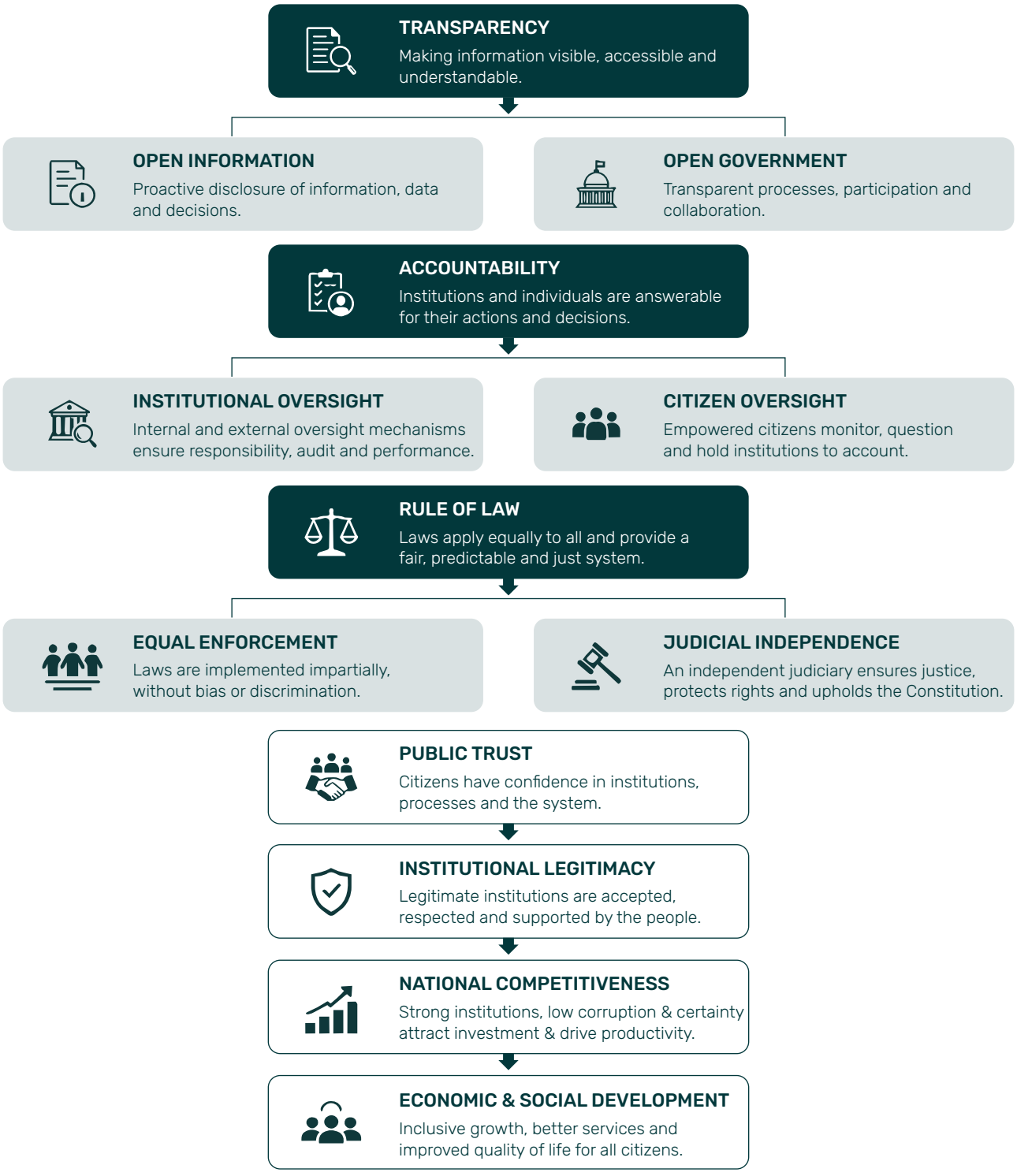
a parliamentary committee can compel testimony, a court can issue an enforceable ruling, or a voter can remove an official who has failed them. In Pakistan, the accountability architecture exists in statute: the Auditor General, the Public Accounts Committee, the National Accountability Bureau, the Federal Board of Revenue.

Rule of Law, the third dimension, is the operating condition for accountability. It describes the degree to which legal rules are applied equally, predictably, and impartially to the powerful as well as the powerless, to state actors as well as private ones. Where rule of law is weak, accountability becomes selective: the politically

connected escape consequence while the politically marginal bear disproportionate enforcement. The World Bank's Worldwide Governance Indicators measure this dimension separately from both accountability and government effectiveness, because a state can have formal accountability mechanisms and still apply them asymmetrically. Pakistan's challenge, documented in every credible external assessment of its governance, is precisely this asymmetry.

Legitimacy, the fourth dimension, is both the product of the other three and their foundation. When institutions are transparent, accountable, and lawbound, citizens extend them trust not as a gift, but as a rational response to evidence. That trust, in turn, enables the state to function: people pay taxes without coercion, report crimes without fear, use formal dispute mechanisms, and engage with public services.

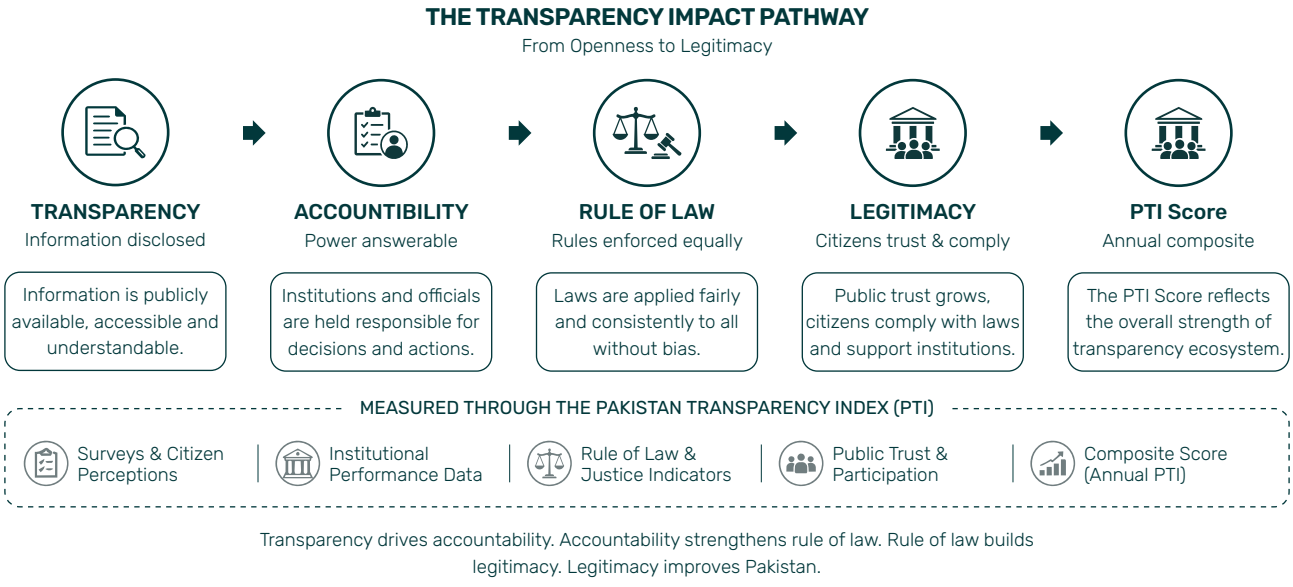
Expanded TARL Framework



The System not the Sum

The most important characteristic of the TARL framework is that its dimensions are not independent. A state can score well on formal transparency by publishing budgets, disclosing procurement while scoring poorly on accountability, if disclosed information is never acted upon. This is disclosure theatre: the performance of transparency without its substance. Equally, a state can have formal accountability mechanisms that are applied selectively, producing what looks like rule of law but functions as enforcement of hierarchy. Each dimension is a necessary but insufficient condition for the others.

The Pakistan Transparency Index, proposed as the annual output of this Report series, to measure each TARL dimension independently and as a composite. This architecture would allow policymakers, civil society, and citizens to identify precisely where in the causal chain Pakistan's governance is failing not simply that governance is poor, but whether the failure is upstream (insufficient disclosure), midstream (accountability mechanisms that do not function), or downstream (low legitimacy that undermines civic participation). Targeted reform, unlike generalised governance improvement rhetoric, requires that specificity.



Transparency drives accountability. Accountability strengthens rule of law. Rule of law builds legitimacy. Legitimacy improves Pakistan.

WHY TRANSPARENCY MATTERS FOR PAKISTAN

The four dimensions (TARL Framework) are not independent pillars but a reinforcing system: transparency without accountability produces disclosure theatre; accountability without rule of law produces selective enforcement; rule of law without legitimacy produces a system citizens comply with under coercion rather than consent.

The case for transparency is often made in abstract terms, as a value, a right, a principle of good governance. Those arguments are not wrong, but they are insufficient for a country in Pakistan's position: a state whose fiscal space is exhausted, whose institutions are under sustained strain, and whose citizens have lost confidence in the capacity of the state to deliver. What Pakistan needs is not a philosophical defence of openness. It needs a concrete account of what opacity is costing, and what transparency would unlock. What follows is that account, organised around five reasons, each grounded in data, each specific to Pakistan's conditions in 2026.

REASON 01
Transparency is Pakistan's largest untapped economic lever

According to the International Monetary Fund's 2025 Governance and Corruption Diagnostic Report, governance reforms present one of Pakistan's largest untapped economic opportunities. The IMF's 2025 Governance and Corruption Diagnostic identifies corruption, weak governance, and elite capture as major constraints on Pakistan's economic performance. The report concludes that comprehensive governance reforms could increase Pakistan's GDP by approximately 5 to 6.5 percent over the medium term by strengthening transparency, accountability, regulatory integrity, and the rule of law. It argues that entrenched elite capture through preferential access to public resources, procurement, taxation, and regulatory decision-making reduces economic efficiency, weakens investment, and undermines public trust. Combined with modest projected economic growth and a rapidly expanding labour force, these governance challenges represent one of the country's most significant barriers to sustainable development. The pathway for realizing these gains is well understood. Transparent procurement systems encourage competitive bidding, reduce waste, and deliver better value for public spending. Fair and predictable tax administration broadens the revenue base, improves compliance, and creates a more equitable business environment. Open and rules-based regulatory processes provide investors with greater certainty, foster competition, and encourage innovation and productivity. Together, these reforms strengthen institutional confidence while improving the efficiency with which public resources are allocated. Pakistan's economy possesses considerable long-term potential. With approximately 2.4 million young people entering the workforce each year, sustained economic growth will depend on attracting investment, improving productivity, and creating high-quality employment opportunities. Governance reforms that enhance transparency and accountability can play a central role in achieving these objectives by reducing uncertainty, lowering the cost of doing business, and improving investor confidence. Transparency should therefore be viewed not merely as a governance principle but as an economic strategy. By strengthening public institutions, improving accountability, and ensuring that public resources are managed efficiently, Pakistan can unlock significant fiscal space, accelerate sustainable

growth, and build a stronger foundation for long-term prosperity. Transparency is not simply about reducing corruption it is about enabling investment, improving public service delivery, and creating the conditions for inclusive and resilient economic development.

REASON 02
Democracy without transparency is theatre

Pakistan has held elections in every decade since independence. It has produced democratic governments, military governments, hybrid arrangements, and caretaker administrations. What it has not reliably produced is the condition that makes elections meaningful: an informed electorate able to assess the performance of those it is asked to choose between. The Mishal Pakistan survey highlights an important opportunity to further strengthen public confidence in Pakistan's democratic institutions, particularly those responsible for safeguarding the integrity of the electoral process. Public trust in institutions such as the electoral bodies is fundamental to reinforcing the legitimacy of democratic outcomes and fostering confidence in governance. Equally important is the role of transparency in enabling the broader accountability ecosystem to function effectively. Parliamentary committees are better positioned to oversee executive performance when information is accessible, auditors can perform more effective oversight when public records are transparent, and courts are better equipped to adjudicate disputes when administrative decisions are well documented. Transparency should therefore be viewed not as a constraint on governance but as one of its greatest strengths. By promoting openness, access to information, and institutional accountability, governments can strengthen public trust, improve decision-making, reinforce democratic legitimacy, and create a governance system that is more responsive, resilient, and accountable to the citizens it serves.

REASON 03
Where trust has eroded, transparency opens the path to renewal

The Mishal Pakistan survey highlights a significant opportunity to strengthen citizen participation in public decision-making. Public engagement is a cornerstone of democratic governance, and expanding opportunities for citizens to contribute their views can enhance both the quality and legitimacy of public policy. The findings suggest that many citizens aspire to play a more active role in shaping decisions that affect their communities. This should be viewed as a positive signal of continued public interest in governance rather than disengagement from the democratic process. Citizens who seek greater participation are demonstrating a desire for more responsive, inclusive, and accountable institutions. Strengthening consultation mechanisms, expanding community engagement platforms, improving access to public information, and creating more structured channels for citizen feedback can help bridge this expectation. By fostering meaningful dialogue between government and citizens, Pakistan can further strengthen public trust, improve policy outcomes, encourage civic participation, and build a governance system that is more inclusive, transparent, and responsive to the needs and aspirations of its people. Apathetic populations require mobilisation. Excluded populations require channels: mechanisms through which their experience of governance can reach the institutions that produce it, be recorded as evidence, and be responded to with institutional change. Transparency creates those channels. When regulatory decisions are published, citizens can dispute them. When procurement outcomes are disclosed, journalists and civil society can audit them. When public service performance is measured and published, communities can compare their experience and demand explanation for the gap. The social contract between the Pakistani state and its citizens has been eroded not primarily by malice, but by the systematic closure of the information flows through which trust is built and maintained. Restoring those flows is the beginning of restoring the contract

REASON 04
Opacity fuels instability

There is a less obvious argument for transparency that the governance literature has consistently underweighted: the relationship between institutional opacity and political instability. When citizens cannot see how decisions are made when the gap between official explanation and observed reality is wide and persistent the information vacuum is filled not with indifference but with alternative interpretations. The less accessible the official record, the more credible the unofficial account. A constrained press is a constrained evidence supply: fewer verified facts, more rumour, more conspiracy, more space for political actors to operate without the friction of documented record. The 2025 amendments to the Prevention of Electronic Crimes Act (PECA) highlight the importance of ensuring that regulatory frameworks evolve in ways that both protect public interests and preserve the flow of credible, evidence-based information. A healthy information environment depends on citizens, journalists, researchers, and institutions being able to contribute verified facts to public discourse. When trusted channels for reporting, dialogue, and accountability are strengthened,

public debate becomes more informed, constructive, and solution-oriented.

International experience demonstrates that transparency and open communication do not weaken institutions; rather, they enhance their resilience. Institutions that encourage factual reporting, respond to legitimate public concerns, and provide accessible mechanisms for grievance redress are generally better equipped to build public confidence and counter misinformation. In such environments, public criticism is more likely to be evidence-based, allowing policymakers to identify emerging challenges, improve decision-making, and strengthen institutional performance.

For Pakistan, continued efforts to modernize digital governance should therefore be accompanied by policies that promote transparency, legal clarity, responsible journalism, and public access to reliable information. Expanding opportunities for constructive engagement between citizens and public institutions can help ensure that concerns are documented, debated, and addressed through established democratic processes. In this way, transparency becomes a strategic asset supporting institutional credibility, improving policy outcomes, strengthening social cohesion, and fostering greater trust between the state and its citizens.

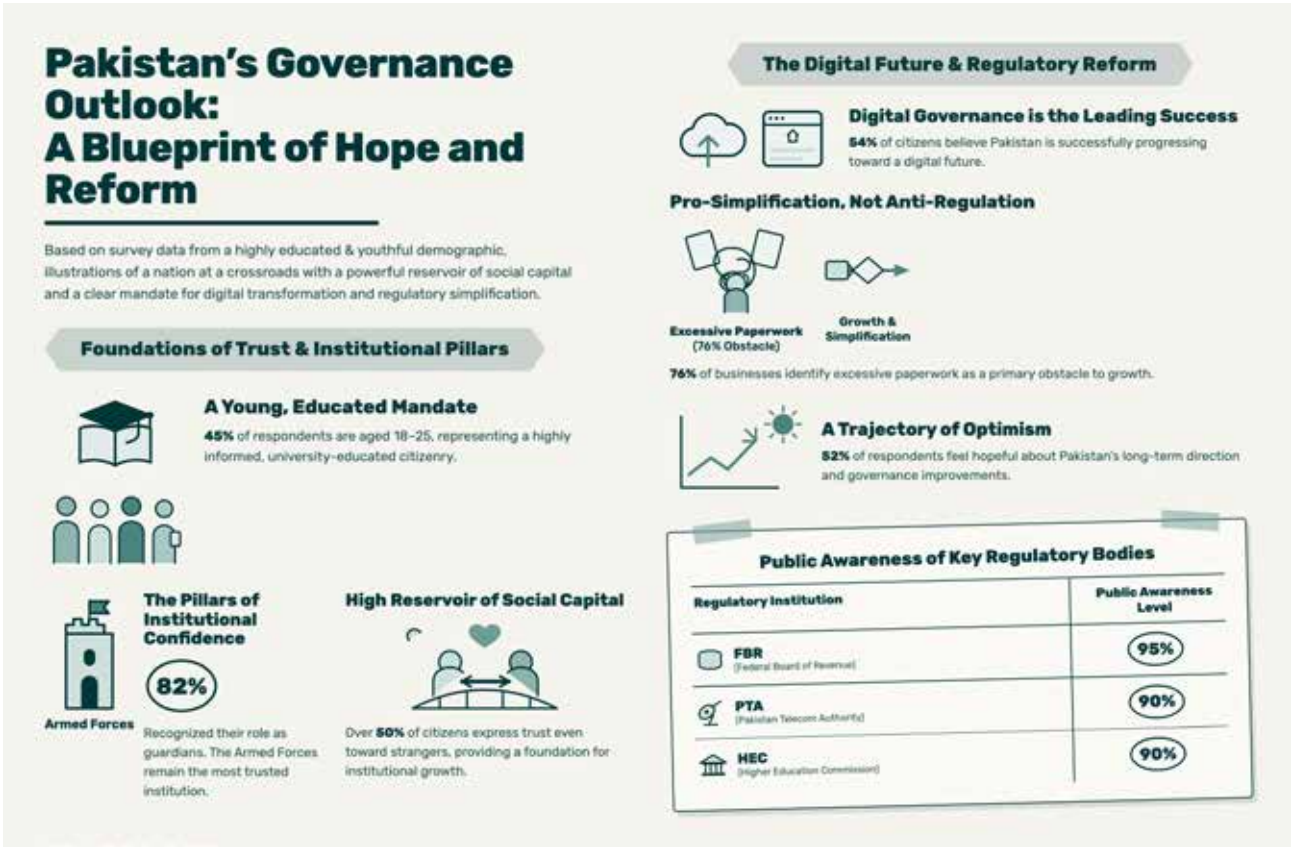
Transparency is, in this sense, a stabilising force: it gives citizens and institutions a shared factual basis from which to disagree, negotiate, and resolve, rather than a contested vacuum in which the loudest or most extreme voice wins by default.

REASON 05
The reform window is open and will not remain so

Pakistan's 37-month Extended Fund Facility with the IMF, approved in September 2024 and currently in its third review, is the most specific external governance reform commitment Pakistan has ever entered. The Fund's Governance and Corruption Diagnostic Assessment, published November 2025, identified 142 reform measures 59 of them designated priorities spanning tax administration, anti-corruption institutions, state enterprise disclosure, and procurement transparency. External conditionality has a consistent record in Pakistan: reforms are initiated, partially implemented, then abandoned when the immediate fiscal pressure that motivated them is relieved. The window created by the current programme is, structurally, like every window before it time-limited, politically contested, and dependent on a degree of domestic ownership that has historically proven insufficient to outlast the conditionality that generated it. What is different in 2026 is the presence, for the first time, of a citizen-grounded, institutionally specific, nationally representative evidence base against which that ownership can be measured. When the IMF's technical mission on governance was declined in March 2026, Pakistan had no domestically produced transparency baseline to substitute for the external assessment it was declining. That gap the absence of a credible Pakistani account of Pakistani governance is part of what this Report is designed to close. The argument is not that transparency reform will happen automatically because the evidence base now exists. It is that, without the evidence base, reform cannot be demanded, tracked, or sustained by the citizens who need it most. This Report is the instrument through which that demand can be grounded in fact rather than frustration and through which Pakistan's institutions, for the first time, can be held to a standard they themselves will recognise as their own.

KEY MESSAGES AT A GLANCE

- **Pakistan's future is being shaped by its youngest voices.** With 45% of survey respondents aged 18–25, the findings reflect the priorities and expectations of the generation that will define Pakistan's governance trajectory.
- **An educated public is engaged and watching.** Ninety-nine percent of respondents hold a university degree or higher, reflecting a highly informed citizenry with clear expectations of institutional performance.
- **Social trust in Pakistan is a foundation, not a ceiling.** Sixty-three percent of citizens express positive trust in people they know personally, 53% in people generally, and 52% even toward strangers; a reservoir of social capital ready to extend outward to institutions that earn it.
- **Nearly half of Pakistanis extend confidence to major global businesses.** Forty-six percent of respondents express neutral to positive trust in multinational companies, reflecting openness to international economic engagement.
- **Parliament's reform agenda is recognized and its potential is significant.** Approximately one-third of respondents acknowledge Parliament's efforts across fiscal responsibility, institutional strengthening, welfare legislation, and anti-corruption law, with 39% recognizing economic improvements under the current government.
- **Pakistan's judiciary commands a meaningful base of public confidence.** Forty percent of respondents express neutral to positive trust in the Higher Judiciary, providing a credible foundation upon which judicial reforms can build.
- **Police reform is being noticed by citizens.** Thirty-eight percent of respondents acknowledge improvements in police performance, and 37% believe public confidence in the Police Department has increased recognition that modernization efforts are registering.
- **The Armed Forces are Pakistan's most trusted institution.** Eighty-two percent recognize their role as guardians of Pakistan's frontiers, and 74% acknowledge their success in curbing terrorist activities the strongest institutional trust readings in the survey.
- **Pakistan's regulatory institutions have strong public reach.** Awareness of key regulators is high across the board: PTA at 90%, FBR and HEC at 95% and 90% respectively, PEMRA at 75%, SECP at 78%, NAB at 85%, and OGRA at 65% demonstrating that Pakistan's regulatory architecture is visible and recognized by the public it serves.
- **FBR and PTA are among the most actively engaged public institutions in the country.** Ninety-five percent of respondents have previously interacted with FBR, with 93% engaging regularly. Eighty percent have previously interacted with PTA, with 73% doing so regularly engagement levels that reflect the expanding reach of digital tax and telecommunications services.
- **HEC is deeply embedded in Pakistan's education ecosystem.** Eighty-five percent of respondents have previously interacted with HEC and 76% do so regularly, reflecting the Commission's broad and sustained engagement with students, universities, and the wider higher education community.
- **SIFC has rapidly established itself as a recognized investment institution.** Fifty-five percent of respondents are already aware of the Special Investment Facilitation Council despite its recent



establishment, with 15% reporting direct engagement a strong early signal of investor and business community interest.

- Awareness of regulatory appeals rights is an immediate opportunity. Only 7% of citizens currently know that formal appeals mechanisms against regulatory decisions exist. Making these rights visible is the highest-return, lowest-cost transparency action available requiring no legislation, only communication.
- Policymakers are seen as more credible than the political system that produces them. Forty-four percent of respondents credit policymakers with integrity and goodwill, and 43% trust their competence figures that significantly exceed confidence in political parties and point to an important foundation for reform credibility.
- Citizens aspire to shape the decisions that affect them. Thirty-six percent already recognize that policymakers consider public input, and 52% believe the government has a long-term vision indicating a public that is engaged, aspirational, and ready to participate more fully in governance.
- Pakistan's business community is not anti-regulation it is pro-simplification. Seventy-six percent of businesses identify excessive paperwork as an obstacle, 73% find compliance difficult, and 70% call for greater regulatory clarity and stability. The reform ask is specific: simpler, more predictable, more accessible regulation.
- Digital governance is Pakistan's clearest trust achievement. Fifty-four percent of citizens believe Pakistan is progressing toward a digital future the highest positive reading in the entire survey. Fifty-two percent say e-governance platforms are already improving service delivery, and 45% believe technology is reducing corruption.
- Pakistan's governance trajectory is seen as positive. Forty-five percent of respondents expect governance to improve over the next five years, 48% believe Pakistan's global image will improve, and 43% anticipate accelerating economic growth forward-looking confidence that reflects recognition of genuine reform momentum.
- Hope is Pakistan's most powerful governance resource. Fifty-two percent of respondents feel hopeful about Pakistan's long-term direction. In a country navigating complex institutional reform, a public that retains this level of optimism is not a passive audience it is an active asset, ready to respond to credible evidence of sustained change.

INTRODUCTION: TRANSPARENCY IN THE 21ST CENTURY

James Madison argued that a popular Government, without popular information, or the means of acquiring it, is but a prologue to a farce or a tragedy; or, perhaps both. He was writing about paper records, unreliable post, and the slow accumulation of legislative minutes. He could not have imagined a world in which a government's every transaction could be published in realtime to a billion connected devices, or in which that same government could with equal facility shut down the internet for a province, deploy facial recognition across a city, or use algorithmic systems to make consequential decisions about millions of citizens without any human being able to explain precisely why.

Both possibilities exist today. They coexist in every country with a functioning digital infrastructure including Pakistan. The age of exponential technologies has not resolved the transparency problem. It has radically intensified it, producing a new species of opacity that the traditional instruments of disclosure law, parliamentary oversight, and investigative journalism were not designed to address, alongside new tools for accountability that those same instruments have not yet learned to use.

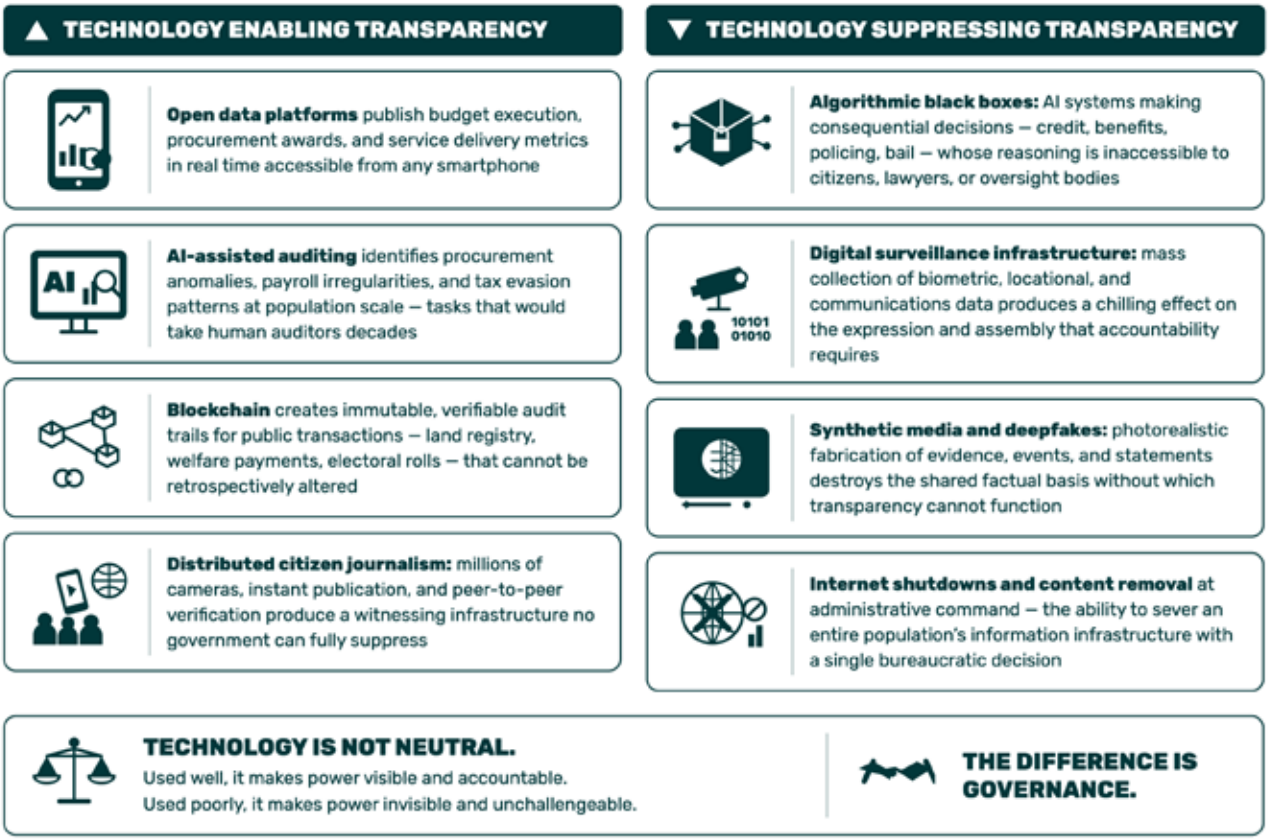
> The 20th century transparency challenge was: will governments disclose what they do? The 21st century challenge is: can anyone understand what governments are doing even when everything is technically published?

The Paradox of the Information Age

The volume of data produced globally now doubles approximately every two years. Governments have more information about their citizens their movements, transactions, communications, and associations than any administration in history. Citizens, in principle, have more access to government data than ever before: open data portals, right-to-information legislation, budget transparency platforms, and realtime procurement databases exist or are being developed in dozens of countries.

Yet the lived experience of citizens in most of the world and the evidence of the global governance indices is not one of increasing transparency. The CPI 2025 global average of 42 out of 100 is the lowest in over a decade. The paradox is not accidental. More data does not automatically mean more accountability. Data without context is noise. Information without explanation without the interpretive infrastructure to make it legible to a non-specialist citizen is not transparency. It is the performance of transparency: the appearance of openness combined with the practical inaccessibility that opacity has always relied upon, now achieved through volume rather than concealment.

The exponential technologies that define 2026 artificial intelligence, machine learning, large language models, biometric surveillance, blockchain, realtime communications platforms do not have a fixed relationship to transparency. They are instruments, and like all instruments their effect depends entirely on how they are deployed and by whom.



However, these principles have yet to be translated into operational standards for high-impact public-sector AI systems. Pakistan's principal digital identity system, NADRA, which underpins access to government services, financial inclusion, and the electoral roll, currently operates without a publicly available algorithmic transparency or explainability framework. As AI becomes increasingly integrated into public administration under the National AI Policy, developing clear standards for algorithmic accountability, explainability, and citizens' rights to understand automated decisions will be essential. Doing so would align Pakistan's digital governance architecture with international best practices while advancing the policy's broader objective of building a trusted, ethical, and citizen-centric AI ecosystem.

> Algorithmic transparency is not a technical problem. It is a rights problem. A citizen who cannot understand why a system denied them a benefit, a licence, or access to a service has been denied the most basic prerequisite of accountability: the ability to contest a decision on its merits.

Digital Governance and the Information Environment

Digital technologies have fundamentally transformed the relationship between governments and citizens. They provide unprecedented opportunities to improve transparency, strengthen accountability, expand citizen participation, and modernize public service delivery. Pakistan has made significant progress in expanding digital connectivity, with approximately 54 percent of the population now connected to the internet and more than 130 million citizens using digital platforms. This growing digital ecosystem offers a powerful foundation for enhancing open government, improving service delivery, and fostering greater public engagement in governance.

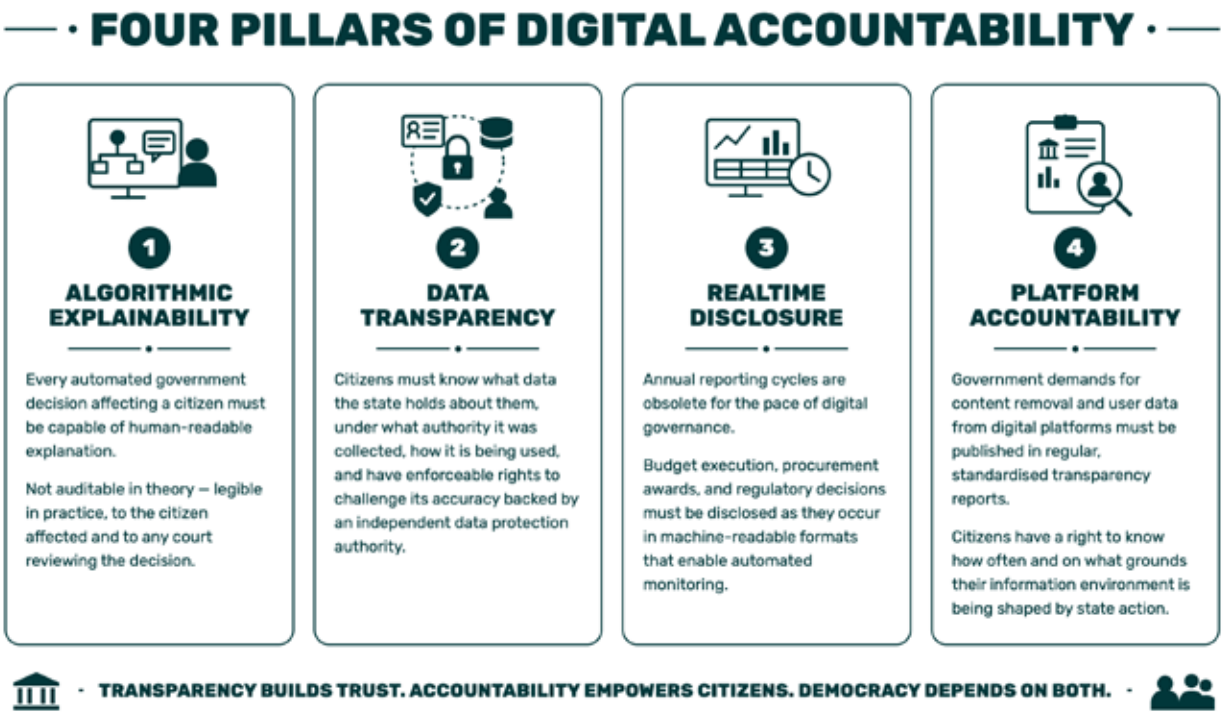
Digital platforms have increasingly enabled citizens to access government information, monitor public services, share community concerns, and participate more actively in public discourse. They also provide governments with valuable opportunities to communicate policies, gather public feedback, improve administrative efficiency, and strengthen trust through greater openness and responsiveness.

As Pakistan's digital governance framework continues to evolve, maintaining a healthy, credible, and secure information environment will become increasingly important. International experience demonstrates that countries achieving higher levels of transparency typically combine digital innovation with clear legal frameworks, institutional safeguards, and predictable regulatory environments that encourage the responsible exchange of information. Such an approach strengthens public confidence, supports evidence-based policymaking, and improves institutional resilience against misinformation and digital risks.

Looking ahead, Pakistan has a significant opportunity to leverage its expanding digital infrastructure to build a more transparent and citizen-centric governance model. Continued investment in e-governance platforms, open-data initiatives, digital grievance redress systems, cybersecurity, data protection, and accessible public information can further enhance institutional accountability while reinforcing public trust. By viewing digital transformation not only as a technological modernization agenda but also as a governance reform strategy, Pakistan can harness the full potential of digital connectivity to promote transparency, improve public services, strengthen investor confidence, and support sustainable economic and democratic development.

What the 21st Century Demands of Transparency Frameworks

The transparency framework adequate to the 21st century is structurally different from the one adequate to the 20th. It is not enough to require that governments publish their budgets, disclose their contracts, and respond to information requests within thirty days. Those requirements remain necessary. They are no longer sufficient.



None of these demands are beyond Pakistan's institutional capacity. NADRA already manages the digital identity infrastructure that a genuine transparency architecture would require. PPRA already operates the procurement framework that open contracting standards would build on. The Right to Information laws at federal and provincial level already establish the principle; they require only extension to the new domains that technology has created. What is missing is not capacity. It is the political decision to apply the transparency norm that Pakistan has already accepted in statute to the new forms of power that technology has created.

Pakistan Transparency Report 2026 measures the country as it is, the institutions, the trust levels, the information access that citizens currently experience. But the framework it applies TARL is designed for the world as it is becoming: one in which the most consequential governance decisions will be made by systems that require new forms of accountability, new forms of disclosure, and new forms of citizen capacity to read, interpret, and contest what those systems produce. The baseline established in this Report is, in that sense, a starting line for a race that has already begun.

DEFINING TRANSPARENCY

CORE GOVERNANCE DEFINITION

"The degree to which information about the decisions, processes, expenditures, and performance of public institutions flows to citizens and oversight bodies accurately, accessibly, and in time for that information to be acted upon."

Pakistan Transparency Report 2026 • TARL Framework

Transparency is one of those terms that governance discourse has used with sufficient frequency to strip it of precision. It appears in mission statements, constitutional preambles, international frameworks, and political speeches with a regularity that is inversely proportional to the rigour with which it is defined. Before a report can measure transparency, it must say, with specificity, what it is measuring. This section does that.

The Word and the Concept

The word derives from the Latin transparere: trans (through) and parere (to appear, to show forth). To be transparent is to be seen through: to offer no resistance to the gaze directed at you. Applied to physical materials, the term is precise and unambiguous. Applied to institutions, it immediately becomes more complex, because institutions are not passive surfaces. They are systems of rules, decisions, people, and interests and the question of what it means for such a system to be "seen through" is one that different democratic traditions have answered differently.

The Enlightenment tradition, from which modern governance transparency derives, held that power must be accountable to reason, and that reason requires evidence. The state was to be a glass house its workings visible to those it governed, not as a courtesy but as a constitutional condition. Jeremy Bentham's panopticon metaphor inverted this entirely: the powerful watching the powerless. The history of transparency doctrine in governance is partly a history of insisting on Bentham's inversion that the direction of the gaze, in a democracy, must run from citizens toward power, not from power toward citizens.

The Formal Definition

For the purposes of this Report, transparency is defined as: the degree to which information about the decisions, processes, expenditures, and performance of public institutions flows to citizens and oversight bodies accurately, accessibly, and in time for that information to be acted upon.

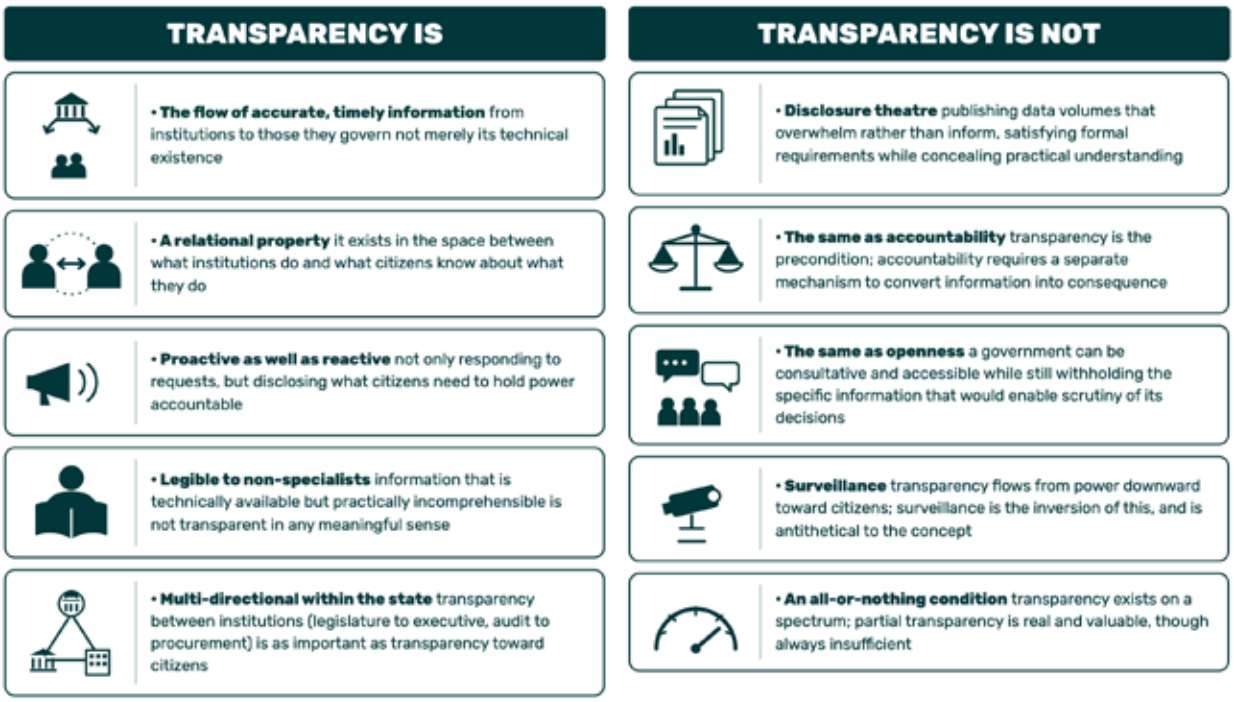
Three elements of this definition carry deliberate weight. First, flow not merely existence. Information that is technically on file but practically inaccessible is not transparent in any governance-relevant sense. The OECD's Recommendation on Open Government explicitly distinguishes between reactive transparency (disclosure in response to requests) and proactive transparency (publication without requiring a request), noting that the latter is the more demanding and more meaningful standard. Second, accurately information that is disclosed in a misleading, incomplete, or selectively framed form fails the transparency standard even if it clears a formal disclosure requirement. Third, in time retrospective disclosure, after decisions have been made and implemented, satisfies a historical record function, but not an accountability function. Accountability requires that disclosure occur while intervention is still possible

The Nobel laureate Joseph Stiglitz, in his foundational 1999 lecture on transparency and public life, argued that the right to know is not merely an instrumental right a means to better decisions but a constitutive right: one whose exercise defines the kind of political community a society is. A state that conceals does not merely prevent its citizens from making informed decisions. It treats them as subjects of administration

rather than agents of self-governance. The definition used in this Report incorporates that normative dimension: transparency is not only instrumentally valuable for better outcomes. It is intrinsically required by the democratic relationship between the state and the governed.

What transparency is and is not

The concept is most precisely understood through its boundaries: what it includes, and what it is commonly, but erroneously, taken to include.



Transparency as a spectrum

Transparency is not a binary property. No government is either fully transparent or fully opaque. The relevant questions are always ones of degree: how much information flows, how accurately, to whom, and with what practical effect. This gradient character of transparency has two important implications for measurement.

The first is that improvement is always possible, even in deeply opaque systems. A government that publishes its budget but not its procurement awards is more transparent than one that publishes neither, and less transparent than one that publishes both in realtime with audit access. The Pakistan Trust Survey is designed to locate Pakistan's institutions at specific points on this spectrum not to categorise them as transparent or opaque, but to measure the distance from where they are to where they should be.

The second implication is that partial transparency can be strategically deployed to create an impression of openness while concealing the specific information that would enable accountability. Governments that publish large volumes of low-sensitivity data while withholding the decision records, contracts, and conflict-of-interest disclosures that would reveal the most consequential institutional behaviour are engaged in disclosure strategy, not transparency. This Report's methodology is designed to distinguish between the two.

> The opposite of transparency is not secrecy alone — it is also noise. A government that publishes everything except what matters has achieved opacity through volume. The test of genuine transparency is not the quantity of disclosure. It is the quality of the information that reaches the people who need it.

Transparency as used in this report

Within the TARL analytical framework that organises this Report, the four dimensions Transparency, Accountability, Rule of Law, and Legitimacy are causally related but analytically distinct. It is necessary, therefore, to be precise about the boundary of the transparency concept as used here

TRANSPARENCY IN THE TARL FRAMEWORK

In this Report, Transparency (the T of TARL) refers specifically to the degree to which Pakistan's public institutions make their decisions, expenditures, processes, and performance data accessible to citizens, civil society, and oversight bodies proactively, accurately, and in a form that enables informed participation and meaningful contest. It is measured across fiscal, regulatory, political, institutional, and informational dimensions. It is distinguished from Accountability (the A) in that transparency creates the informational conditions for accountability, but does not by itself enforce consequence; from Rule of Law (the R) in that transparency concerns the visibility of how rules are applied, not the fairness of the rules themselves; and from Legitimacy (the L) in that transparency is a precondition for, not a guarantee of, public trust.

This precision matters not only for analytical rigour but for practical policy. If transparency is conflated with accountability, reforms that improve disclosure without improving consequence-enforcement will appear to address the accountability deficit they have not actually touched. If transparency is conflated with legitimacy, the findings that most institutions with high awareness scores have low confidence scores which are the most significant findings in this Survey will be misread as measurement failure rather than as evidence of precisely the gap the TARL framework was designed to surface: the gap between visible institutions and trusted ones.

INSTRUMENTS OF ACCOUNTIBILITY PAKISTAN

Pakistan's accountability architecture spans six interconnected layers. Understanding them as a system rather than as isolated institutions is essential to diagnosing where the chain functions and where it breaks.

Constitutional and Legal Framework

The foundational accountability instruments are embedded in the Constitution. Article 19A guarantees the right to access information held by public bodies. The Right of Access to Information Act 2017 operationalizes this at the federal level, with parallel legislation in all four provinces Khyber Pakhtunkhwa (2013), Punjab (2013), Sindh (2017), and Balochistan (2014). These laws create the informational precondition for every other accountability mechanism: without access to records, oversight bodies cannot scrutinize, journalists cannot investigate, and citizens cannot contest. Below is a comparative overview of RTI Laws and Information Commissions in Pakistan according to The State of Freedom Pakistan 2026 report.

Jurisdiction	RTI Law	Information Commission	Legal Strength	Institutional Capacity	Response Timeliness	Enforcement Power	Overall Effectiveness	Key Observations
Federal	Right of Access to Information Act, 2017	Pakistan Information Commission	Strong	Moderate	Moderate	Limited–Moderate	Medium–High	Progressive law; improved digital access; enforcement remains a challenge
Punjab	Punjab Transparency and Right to Information Act, 2013	Punjab Information Commission	Strong	High	Relatively Fast	Moderate	High	Considered one of the most effective RTI regimes; proactive disclosure stronger
Khyber Pakhtunkhwa (KP)	KP Right to Information Act, 2013	KP Information Commission	Very Strong	High	Fast	Strong	High	Widely regarded as a model RTI law; strong enforcement and citizen access
Sindh	Sindh Transparency and Right to Information Act, 2016	Sindh Information Commission	Moderate	Low–Moderate	Slow	Limited	Low–Medium	Institutional weakness; delays and low compliance common
Balochistan	Balochistan RTI Act, 2021	Balochistan Information Commission	Moderate	Low	Slow	Limited	Low	New framework; limited awareness and institutional capacity
Gilgit-Baltistan	GB RTI Order (administrative framework)	Administrative oversight (no fully autonomous commission)	Weak–Moderate	Low	Slow	Limited	Low	Lacks strong institutional mechanism; evolving system
Azad Jammu & Kashmir (AJK)	AJK RTI Ordinance	AJK Information Commission	Moderate	Low–Moderate	Slow	Limited	Low–Medium	Legal structure exists but weak implementation

Parliamentary Oversight

The National Assembly and Senate exercise oversight through debate, question hour, and legislation. Parliamentary Standing Committees are the primary instruments of legislative accountability empowered to summon ministers, examine budgets, and review institutional performance across every ministry and regulatory body. The Public Accounts Committee (PAC) is the most significant: it examines the annual audit report of the Auditor General and holds the executive accountable for public expenditure. Pakistan's parliamentary and anti-corruption accountability mechanisms are increasingly operating in coordination. To date, NAB has authorized 275 inquiries and investigations arising from 407 audit paragraphs referred by or deliberated upon in the Public Accounts Committee, the primary parliamentary body responsible for examining public expenditure. Of these, 22 cases remain under active process, with the remainder disposed of in accordance with law.

This record of engagement between the PAC and NAB reflects a maturing institutional linkage between legislative oversight and enforcement action precisely the connection between transparency and accountability that the TARL framework identifies as critical. When parliamentary audit findings translate into formal investigations, the accountability chain functions as designed: disclosure produces scrutiny, scrutiny produces consequence. Strengthening and accelerating this pipeline from audit para to investigation to resolution remains one of the highest-leverage opportunities for improving public confidence in Pakistan's accountability architecture.

Audit and Financial Accountability

The Auditor General of Pakistan (AGP) independently audits federal and provincial government accounts and submits findings to Parliament through the PAC. The Controller General of Accounts manages public financial records. Together these institutions form the financial accountability spine of the state. Recent reforms in digital public financial management, e-procurement under the Public Procurement Regulatory Authority (PPRA), and electronic budgeting have strengthened the documentary foundation on which audit can operate; but audit findings require parliamentary follow-through to produce consequence. Operating through 29 Field Audit Offices spanning every province, territory, and administrative tier, the DAGP completed 683 audits across federal ministries, provincial governments, public sector enterprises, defense services, and donor-funded projects. This scale of coverage signals an institutional infrastructure built for comprehensive financial accountability one that reaches from federal consolidated accounts to district-level expenditure. The direct fiscal impact of independent audit is measurable: recoveries made at the instance of audit totalled at Rs. 224, 834.716 million in 2023-24.

Table below provides nationwide figures of audits achieved in the audit year 2023-24:

Sr. No	Description	No. of Audits
1	Compliance Audits	83
2	Special Audits	33
3	Performance Audits	18
4	Forensic/Citizen Participation/Environment Audit/Impact Audit/Thematic Audit	57
5	Certification Audits	243
6	Special Study	11
7	Foreign Aided Projects Audit	234
8	IT/IS Audit	4
	Total	**683**

Anti-Corruption Institutions

National Accountability Bureau (NAB) established under the National Accountability Ordinance 1999 is the primary federal anti-corruption body, empowered to investigate, prosecute, and recover assets in cases of corruption, embezzlement, and abuse of authority. The Federal Investigation Agency (FIA) handles financial crimes, cybercrime, human trafficking, and corruption involving federal employees. At the provincial level, Anti-Corruption Establishments (ACEs) investigate corruption within provincial governments and services.

The National Accountability Bureau's Annual Report 2025 documents a landmark year in Pakistan's anti-corruption and asset recovery effort.

According to the National Accountability Bureau's 2025 Annual Performance Report, direct and indirect recoveries reached Rs. 6.213 trillion during the year, bringing cumulative recoveries over the preceding three years to Rs. 11.524 trillion. Much of this value was attributed to the reclamation of approximately 2.98 million acres of encroached state and forest land, valued at Rs. 5.98 trillion. These reported recoveries indicate a substantial increase in the scale of asset recovery and land reclamation activities undertaken by the Bureau in recent years.

Complaints processed and verified during 2025

City/Province	Complaints Processed	Frivolous Complaints	Complaints Verification	Direct Inquiry + Investigation	Linked to ongoing cases	Complaints Concluded
Balochistan	328	296	6	4	20	326
Khyber Pakhtunkhwa	2348	1066	31	16+4	1195	2312
Sukkur	1083	850	26	8	195	1079
Karachi	4341	2079	50	28+5	2124	4286
Multan	1478	540	29	2	901	1472
Lahore	6807	1669	90	18+3	5008	6788
Islamabad/Rawalpindi	7026	1205	35	16+9	5760	7025

The scale of this restitution reflects a systematic effort to reverse long-standing encroachments on public resources.

Perhaps the most citizen-centred achievement of the reporting period was the compensation of 115,000 victims of financial and real estate fraud with disbursements totalling Rs. 180 billion. That these funds reached affected citizens within the same reporting cycle, through a combination of timely settlements, expeditious recovery processes, and prompt disbursement mechanisms, demonstrates that accountability institutions can deliver tangible relief to ordinary Pakistanis when internal processes are aligned toward that outcome.

In the domain of money laundering, inquiries involving Rs. 127 billion have progressed from investigation to reference filing, indicating a strengthening of the evidentiary pipeline that connects detection to prosecution. Meanwhile, the provincial tier reveals a consistent and consequential gap: apart from Punjab none of the country's Anti-Corruption Establishments publishes regular performance data, as the table below documents.

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Institution	Latest Public Report	Publicly Available Data	Transparency Assessment
Punjab Anti-Corruption Establishment (ACE Punjab)	Annual performance reports and statistics available on the official website	Complaints received, inquiries, investigations, FIRs, arrests, recoveries, land recovered, convictions, departmental actions	High
Sindh Enquiries & Anti-Corruption Establishment (E&ACE)	No recent comprehensive annual report publicly available	Organizational information and occasional press releases only	Low
Khyber Pakhtunkhwa Anti-Corruption Establishment (ACE KP)	No comprehensive annual report found	Limited case-specific news releases; the former KP Ehtesab Commission was dissolved in 2018 and its functions transferred to ACE KP	Low

Balochistan Anti-Corruption Establishment	No recent annual report publicly available	Limited media statements and case announcements	Very Low
Gilgit-Baltistan Anti-Corruption Establishment	No annual report identified	Very limited public information	Very Low
Azad Jammu & Kashmir Ehtesab Bureau	No recent annual report publicly available	Some case updates and notices	Low

Judicial Accountability

The Supreme Court of Pakistan, High Courts, and district judiciary provide constitutional accountability through judicial review, fundamental rights enforcement, and adjudication of administrative disputes. Special courts including accountability courts under NAB handle corruption cases. The judiciary is the ultimate check on executive overreach and the arbiter of whether laws are applied equally. The survey found 40% public trust in the Higher Judiciary higher than most accountability institutions, but reflecting substantial room to grow, particularly on perceptions of independence and timely justice.

Ombudsman Institutions

Pakistan has a layered ombudsman system providing citizen-accessible redress outside the formal court system. The Wafaqi Mohtasib (Federal Ombudsman) addresses maladministration by federal agencies. The Federal Tax Ombudsman handles FBR grievances. The Banking Ombudsman resolves disputes with financial institutions. Each province has its own Provincial Ombudsman. These institutions are designed as the citizen's first port of call when public services fail.

According to Pakistan's Federal Ombudsman Annual Report the Wafaqi Mohtasib Secretariat (WMS) recorded 226,372 complaints in 2024, its highest-ever annual intake, while resolving 191,950 of them within the statutory 60-day timeline. October 2024 saw 22,792 complaints filed in a single month, a historic peak, followed by a December record of 24,092 resolutions. The surge reflects two converging forces: growing citizen awareness of grievance rights, and genuine institutional accessibility. Of the year's total complaints, 63,980 were filed online, 26,392 through the WMS Mobile App, and 17,142 through the Integrated Complaint Resolution System, together, digital channels now account for nearly half of all complaint intake, a structural shift in how citizens interact with accountability institutions. The pattern of sectoral complaints reveals where service delivery pressure is concentrated. Electricity billing disputes accounted for 109,578 complaints nearly half the annual total pointing to persistent consumer concerns within the power distribution sector. Gas utility complaints also rose, with SSGCL complaints increasing from 13,027 to 16,564. The WMS data confirms a core finding of the Transparency Report: where accessible, credible, and responsive accountability mechanisms exist, citizens use them. The record intake figures are not a sign of governance failure they are evidence of a functional feedback channel that is growing in public trust.

Regulatory Accountability

Pakistan's sectoral regulators NEPRA, OGRA, PTA, PEMRA, SECP, DRAP, HEC, SBP and others are statutory accountability instruments within their respective domains. They set standards, license operators, enforce compliance, and protect consumer rights. Each is established under a specific Act of Parliament that includes appeals mechanisms. Regulatory accountability is therefore structurally present but functionally invisible to the overwhelming majority of Pakistanis. The bodies with the most consistent reporting track records are those with the highest public exposure: SBP, SECP, FBR, NEPRA, NAB, WMS, DAGP, and HEC; all publishing within the most recent fiscal year. The weakest reporting compliance is concentrated in enforcement, labour, environment, and specialized technical bodies

- Year refers to the reporting period of the latest publicly available annual report (verified June 2026)
- **x** = No public annual report published or not available on official website

1. Financial & capital markets

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
State Bank of Pakistan	SBP	Autonomous	Reports to Parliament (SBP Act 1956, amended 2022)	2024-25	Banking Mohtasib + online portal
Securities and Exchange Commission of Pakistan	SECP	Autonomous	Reports to Parliament (SECP Act 1997)	2024	Online complaint management
Banking Mohtasib Pakistan	BMP	Autonomous	SBP / Ministry of Finance	2025	Is the complaint body
Federal Insurance Ombudsman	FIO	Autonomous	SECP	2025	Is the complaint body

2. Revenue & taxation

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Federal Board of Revenue	FBR	Semi-Autonomous	Ministry of Finance (FBR Act 2007)	2024-25 (Year Book)	IRIS portal & complaint cell
Directorate General of Customs Valuation	DGCV	Under Ministry	FBR / Ministry of Finance	x	x
Directorate General Intelligence & Investigation (IR)	DGII	Under Ministry	FBR / Ministry of Finance	x	x
Federal Tax Ombudsman	FTO	Autonomous	Reports to President of Pakistan	2024	Is the complaint body

3. Energy

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
National Electric Power Regulatory Authority	NEPRA	Autonomous	Ministry of Energy — Power Division (NEPRA Act 1997)	2024-25	Consumer Affairs Dept + portal
Oil and Gas Regulatory Authority	OGRA	Autonomous	Ministry of Energy — Petroleum Division (OGRA Ordinance 2002)	2024-25	Online complaint management
Pakistan Nuclear Regulatory Authority	PNRA	Autonomous	Prime Minister's Office (PNRA Ordinance 2001)	2025	x
Water and Power Development Authority	WAPDA	Semi-Autonomous	Ministry of Energy — Water Resources Division	2023-24	Customer complaint centres
Central Power Purchasing Agency (Guarantee) Ltd	CPPA-G	Semi-Autonomous	Ministry of Energy — Power Division	2024-25	x

4. Telecommunications & media

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Pakistan Telecommunication Authority	PTA	Autonomous	Ministry of IT & Telecommunication (PTA Act 1996)	2024-25	Helpline
Pakistan Electronic Media Regulatory Authority	PEMRA	Autonomous	Ministry of Information & Broadcasting (PEMRA Ordinance 2002)	2021-23 (combined report, published Aug 2024)	Online complaint submission
Universal Service Fund	USF	Semi-Autonomous	Ministry of IT & Telecommunication	2024-25	Online complaint management
Special Technology Zone Authority	STZA	Autonomous	Federal Cabinet	2024-25 (Yearbook)	x
Pakistan Post	PP	Under Ministry	Ministry of Communications	x	customercare@pakpost.gov.pk

5. Competition & trade

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Competition Commission of Pakistan	CCP	Autonomous	Ministry of Commerce (Competition Act 2010)	2020	Online complaint submission
Trade Development Authority of Pakistan	TDAP	Semi-Autonomous	Ministry of Commerce	2021	Online complaint submission
National Tariff Commission	NTC	Semi-Autonomous	Ministry of Commerce	x	Online complaint submission
Engineering Development Board	EDB	Semi-Autonomous	Ministry of Industries & Production	2022	Online complaint submission
Export Processing Zones Authority	EPZA	Semi-Autonomous	Ministry of Industries & Production	x	Online complaint submission
Intellectual Property Organization of Pakistan	IPO-Pakistan	Semi-Autonomous	Ministry of Commerce	2025-26	x

6. Health & pharmaceuticals

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Drug Regulatory Authority of Pakistan	DRAP	Autonomous	Ministry of National Health Services (DRAP Act 2012)	Strategic Plan 2026-30	ADR & product complaint system
Pakistan Medical and Dental Commission	PMDC	Autonomous	Ministry of National Health Services (PMC Act 2020)	2022-23	Helpline
Pakistan Nursing and Midwifery Council	PNMC	Autonomous	Ministry of National Health Services	x	x
National Institute of Health	NIH	Semi-Autonomous	Ministry of National Health Services	x	x

7. Food & agriculture

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Pakistan Agricultural Research Council	PARC	Semi-Autonomous	Ministry of National Food Security & Research	2023-24	x
Pakistan Tobacco Board	PTB	Semi-Autonomous	Ministry of National Food Security & Research	x	x

8. Education & skills

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Higher Education Commission	HEC	Autonomous	Ministry of Federal Education & Professional Training (HEC Act 2002)	2023-24	Online complaint management
Pakistan Engineering Council	PEC	Autonomous	Ministry of Science & Technology (PEC Act 1976)	x	Dysfunctional
National Vocational & Technical Training Commission	NAVTTC	Semi-Autonomous	Ministry of Federal Education & Professional Training	x	x

9. Environment & climate

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Pakistan Environmental Protection Agency	Pak-EPA	Semi-Autonomous	Ministry of Climate Change & Environmental Coordination	2023-24 (Year Book)	x
Pakistan Meteorological Department	PMD	Under Ministry	Ministry of Climate Change & Environmental Coordination	x	x
Pakistan Council of Research in Water Resources	PCRWR	Semi-Autonomous	Ministry of Science & Technology	2024-25	x

10. Investment & special economic zones

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Special Investment Facilitation Council	SIFC	Under Ministry	Prime Minister's Office	x	x
Board of Investment	BOI	Semi-Autonomous	Prime Minister's Office	2022-23	Investor grievance facilitation
China-Pakistan Economic Corridor Authority	CPECA	Semi-Autonomous	Ministry of Planning, Development & Special Initiatives	Action Plan 2025-29	x
Privatization Commission	PC	Semi-Autonomous	Finance / Privatization Division	2024-25 (Year Book)	Grievance cell

11. Transport & infrastructure

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Civil Aviation Authority (now PCAA)	CAA/ PCAA	Autonomous	Ministry of Aviation (restructured Aug 2024 into PCAA + PAA + BASI)	✗ (restructuring underway; no post-2024 annual report confirmed)	Aviation consumer complaints
National Highway Authority	NHA	Semi-Autonomous	Ministry of Communications	✗	Online complaint management
Pakistan Railways	PR	Under Ministry	Ministry of Railways	2023-24 (Year Book)	Helpline
Port Qasim Authority	PQA	Semi-Autonomous	Ministry of Maritime Affairs	2024-25 (MOMA Year Book)	Online complaint management
Karachi Port Trust	KPT	Semi-Autonomous	Ministry of Maritime Affairs	2024-25 (MOMA Year Book)	Online complaint submission
Gwadar Port Authority	GPA	Semi-Autonomous	Ministry of Maritime Affairs	2024-25 (MOMA Year Book)	✗
Pakistan National Shipping Corporation	PNSC	Semi-Autonomous	Ministry of Maritime Affairs	✗	Online complaint submission

12. Water resources

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Indus River System Authority	IRSA	Autonomous	Ministry of Water Resources (IRSA Act 1992)	✗	✗
Pakistan Council of Research in Water Resources	PCRWR	Semi-Autonomous	Ministry of Science & Technology	2024-25	✗

13. Anti-corruption & law enforcement

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
National Accountability Bureau	NAB	Autonomous	Reports to Parliament / President (NAB Ordinance 1999)	2025	Online complaint submission
Federal Investigation Agency	FIA	Under Ministry	Ministry of Interior	Administrative Report 2025	Online complaint portal
Anti-Narcotics Force	ANF	Under Ministry	Ministry of Narcotics Control	✗	Online complaint submission

14. Oversight, audit & grievance redressal

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Wafaqi Mohtasib (Federal Ombudsman)	WMS	Autonomous	Constitutional body — reports to President	2024	Is the complaint body
Federal Tax Ombudsman	FTO	Autonomous	Reports to President of Pakistan	2024	Is the complaint body
Banking Mohtasib Pakistan	BMP	Autonomous	Under SBP framework	2025	Is the complaint body
Insurance Ombudsman	—	Autonomous	Under SECP framework	2025	Is the complaint body
Department of the Auditor-General of Pakistan	DAGP	Autonomous	Constitutional body — Art. 168–171, 1973 Constitution	Audit Reports	Citizen Participatory Audit and Whistleblower Platform
Public Procurement Regulatory Authority	PPRA	Autonomous	Finance Division (PPRA Ordinance 2002)	2022-23	Complaint about procurement irregularities

15. Data, standards & intellectual property

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Pakistan Bureau of Statistics	PBS	Semi-Autonomous	Ministry of Planning, Development & Special Initiatives	Thematic-specifc reporting	x
Pakistan Standards & Quality Control Authority	PSQCA	Semi-Autonomous	Ministry of Science & Technology	2024-25 (MOST Year Book)	Consumer product complaints
Intellectual Property Organization of Pakistan	IPO-Pakistan	Semi-Autonomous	Ministry of Commerce	2026	Consumer product complaints
Pakistan Council of Scientific & Industrial Research	PCSIR	Semi-Autonomous	Ministry of Science & Technology	2024-25 (MOST Year Book)	x

16. Social protection & labour

Authority	Abbr.	Classification	Parent Ministry / Oversight	Latest Annual Report	Complaint Management System
Employees Old-Age Benefits Institution	EOBI	Autonomous	Ministry of Overseas Pakistanis & HRD (EOBI Act 1976)	2021-22 (OPHRD Year Book)	Online complaint portal
Workers Welfare Fund	WWF	Semi-Autonomous	Ministry of Labour & Human Resources	2021-22 (OPHRD Year Book)	Online complaint portal
National Industrial Relations Commission	NIRC	Autonomous	Ministry of Labour & Human Resources	x	Labour dispute adjudication
Employees Social Security Institution	ESSI	Semi-Autonomous	Provincial governments (Punjab, Sindh, KP, Balochistan)	Varies by province	Varies by province
Federal Employees Benevolent Fund	FEBF	Semi-Autonomous	Establishment Division	2022-23	x

Civil Society, Media, and Citizen Accountability

Independent journalism, civil society organizations, academic institutions, and an informed citizenry constitute the informal but essential accountability layer that gives formal instruments their political force. A free press investigates what institutions prefer to conceal. Civil society sustains pressure across electoral cycles. Citizens who understand their rights, use RTI laws, file complaints, and engage in public consultation create the demand signal without which accountability institutions have no incentive to function. The Special Technology Zone Authority (STZA) has designated a Right to Information (RTI) Focal Person, reflecting its commitment to facilitating public access to information and supporting transparency obligations.

International and External Accountability

The IMF Extended Fund Facility (approved September 2024) has introduced an external accountability framework of unprecedented specificity 142 reform measures, 59 designated priorities, and three cabinet-level committees for oversight. Pakistan's obligations under UNCAC (UN Convention Against Corruption), FATF compliance requirements, and World Bank governance conditions also create external accountability pressure. These instruments have historically driven reform initiation in Pakistan more reliably than domestic accountability but without domestic ownership and a citizen-validated evidence base, their effects tend not to outlast the conditionality that generated them.

The System Gap

What the Transparency Report makes clear is that Pakistan's accountability instruments exist in statute far more completely than they function in practice in general. The Auditor General audits but the PAC does not always follow through. NAB investigates but citizens do not believe it acts impartially. Ombudsmen resolve complaints but citizens do not know they exist. RTI laws are on the books but proactive disclosure is inconsistent. The instruments are in place. The connective tissue the political will to act on findings, the public awareness to use rights, and the institutional independence to apply rules equally is what the country's governance reform must now strengthen.

METHODOLOGY AND RESEARCH DESIGN

The findings in this Report rest on three interlocking evidence streams: a comprehensive desk review grounded in legal and institutional documentation; a primary nationally representative citizen survey of 2,000 respondents; and 45 qualitative in-depth interviews conducted across Pakistan. Together these streams constitute a mixed-methods design that assesses transparency, accountability, rule of law, and legitimacy as both constitutional structure and lived experience. This section sets out, with the precision that reproducibility requires, how each stream was designed, administered, and analysed and where its limits lie.

Research Design and Analytical Framework

Pakistan Transparency Report 2026 adopts a mixed-methods design, combining primary quantitative survey data, primary qualitative interview data, and secondary evidence from international governance indices. The analytical framework is TARL Transparency, Accountability, Rule of Law, and Legitimacy which structures the survey instrument, the interview discussion guide, and the Report's chapter organisation. The framework treats the four dimensions as causally related but analytically distinct, enabling findings to be located within the governance system rather than reported as aggregate scores alone.

The research proceeded across five phases: framework operationalisation and instrument design; sample design and pre-fieldwork piloting; primary data collection (survey fieldwork and interviews); analysis and bias control; and validation through internal editorial review and external expert panel.

National Quantitative Trust Survey

To complement the institutional and legal analysis, a nationwide Trust Survey was conducted between December 2025 and March 2026. The purpose of the survey was to capture perception-based insights on governance, institutional credibility, and the lived experience of transparency across Pakistan. While desk reviews provide structural evidence, public trust and citizen sentiment offer an equally important dimension of assessment. The Trust Survey therefore serves as a critical empirical pillar of the Report.

The survey was administered to a total of 2,000 respondents across all provinces and territories, including Punjab, Sindh, Khyber Pakhtunkhwa, Balochistan, Islamabad Capital Territory, Azad Jammu and Kashmir, and Gilgit-Baltistan. A stratified sampling approach was adopted to ensure demographic representation across age groups, gender, urban and rural populations, education levels, and socio-economic categories. This sampling design was intended to reflect the diversity of Pakistan's population and reduce the risk of regional or demographic bias. The survey instrument was structured and quantitative in nature, relying on standardised questions to allow consistent measurement and statistical comparability

The Trust Survey measures perception-based indicators across multiple dimensions relevant to governance. These include assessments of institutional transparency, perceived prevalence of corruption, trust in public institutions, economic opportunities, media freedom, political expression, equality and inclusion, and upward mobility. Respondents were asked to evaluate the degree to which institutions operate transparently, whether

corruption is effectively addressed, and whether public authorities respond adequately to citizen concerns.

Structured rating-scale questions form the core of the instrument, enabling respondents to quantify their perceptions on standardised scales. The primary instrument is a 7-point Likert scale (1 = Strongly Disagree to 7 = Strongly Agree), selected in preference to a 5-point scale because it provides a more sensitive distribution, reduces central tendency bias, and enables a more reliable separation of neutral responses from mild agreement or disagreement. A structured awareness battery precedes perception questions for each institution, ensuring that perception findings are grounded in actual familiarity rather than general impressions.

Qualitative In-Depth Interviews

Recognising that quantitative data captures statistical breadth but often lacks interpretative depth, the methodology incorporated a qualitative component consisting of 45 in-depth interviews conducted across Pakistan. While the Trust Survey provides measurable indicators of perception and institutional trust, qualitative interviews allow participants to articulate experiences, contextual nuances, and underlying causes that structured survey questions may not fully capture. This qualitative layer strengthens the analytical richness of the Report by giving voice to lived realities behind numerical trends.

The qualitative discussion guide was organised around three thematic clusters mirroring the structural pillars of the Report: transparency and governance; economic growth and competitiveness; and political, social, and economic aspects. This thematic coherence ensures alignment between perception-based narratives and institutional assessment.

Each thematic section incorporated a projective technique asking participants to characterise Pakistan's institutions as a character in a story, its economy as a vehicle, or its civic space through the eyes of a newly arrived citizen. These metaphorical framings, drawn from established qualitative research methodology, often reveal implicit perceptions about trustworthiness, competence, responsiveness, or rigidity in ways that direct questioning may not elicit, particularly in a context where overt criticism of institutions carries social or legal risk.

Collectively, the 45 qualitative interviews complement quantitative findings by uncovering the reasoning, emotions, and experiences that shape public perception. They add interpretative depth to statistical patterns and allow the Report to move beyond measurement toward explanation a distinction that is particularly important when findings reveal perception gaps that institutional documentation alone cannot account for.

Provincial and Demographic Disaggregation

Governance indicators in this Report are systematically disaggregated across multiple demographic and geographic dimensions to ensure that national averages do not obscure important variations in lived experience. Governance is rarely uniform across a country as diverse and federal in structure as Pakistan. Differences in governance capacity, socio-economic development, infrastructure access, and social norms can significantly shape how institutional performance are experienced in practice.

The Report also distinguishes between urban and rural respondents. Access to media, digital infrastructure, legal services, and public institutions often varies significantly between metropolitan centres and remote districts. Urban populations may experience greater exposure to civic engagement opportunities and digital expression, while rural communities may encounter different structural constraints related to access, mobility, or service delivery. Disaggregating along this axis reveals whether governance quality is evenly distributed or concentrated in specific geographic clusters.

Multidimensional disaggregation enables the identification of structural inequalities and regional disparities. Rather than presenting a singular composite score, the Report provides provincial dashboards offering comparative scoring across key pillars of governance. These dashboards highlight relative strengths and weaknesses, identify perception gaps, and pinpoint areas where reform acceleration may yield measurable improvements transforming aggregate measurement into actionable, regionally sensitive insight.

The survey results are reported at a 95% confidence level, indicating a high degree of statistical reliability within the stated margin of error.

ETHICAL CONSIDERATIONS

The Trust Survey and qualitative interviews were conducted in accordance with established ethical research standards to ensure credibility, participant safety, and data integrity. Given the sensitivity of topics such as governance performance, corruption, political expression, and institutional trust, particular care was taken to safeguard respondents' rights and well-being throughout the research process.

Participation in both the quantitative and qualitative components was strictly voluntary. Respondents were informed that their involvement was optional and that they could decline to answer any question or withdraw from the study at any stage without consequence. Informed consent was obtained prior to commencing interviews or administering survey instruments. Participants were briefed on the purpose of the study, the themes under discussion, the intended use of the data, and the measures taken to protect their identity. They were also informed that there were no right or wrong answers and that the study sought honest perceptions rather than evaluative judgments. Consent procedures were designed to be clear, transparent, and culturally sensitive.

Confidentiality was a central ethical commitment. Personal identifiers were not disclosed in any published findings, and individual responses were aggregated for analytical purposes. Where respondents requested anonymity, identifying details were omitted entirely from documentation and reporting. This approach was particularly important in discussions relating to political freedoms, corruption, and institutional performance, where participants may have felt vulnerable expressing candid views.

Secure data storage protocols were implemented to protect collected information. Survey responses and interview recordings were stored in controlled-access environments, with limited access granted only to authorised research personnel. Digital files were password-protected, and physical notes were securely maintained to prevent unauthorised access or disclosure.

The research design emphasised non-partisan and neutral questioning. The instruments were structured to avoid leading language, evaluative framing, or political bias. Questions were formulated to invite open reflection rather than endorse any particular viewpoint. Interviewers were trained to maintain professional neutrality, refrain from expressing personal opinions, and ensure that discussions remained respectful and balanced.

Collectively, these ethical safeguards ensured that the research process respected participant dignity, maintained data integrity, and upheld professional standards. By embedding ethical considerations into every stage of data collection and analysis, the Report strengthens both its methodological credibility and its legitimacy as a neutral, evidence-based assessment of governance in Pakistan.

LIMITATIONS

While the methodology of this Report is designed to be rigorous and multidimensional, it acknowledges certain inherent limitations that accompany large-scale governance and perception assessments. Recognising these constraints is essential to maintaining analytical transparency and interpretative caution.

First and most fundamental: perception-based data while invaluable may reflect temporary political climates or recent events. Public sentiment can fluctuate in response to high-profile court decisions, media controversies, economic shocks, or political transitions. As a result, survey findings may capture short-term reactions rather than long-term structural realities. Although perception remains a critical indicator of trust and lived experience, it must be interpreted within the broader institutional and historical context to avoid overstating momentary trends.

Second, institutional documentation varies in depth and transparency across ministries and provinces. Some institutions maintain detailed annual reports, open data portals, and accessible records, while others provide limited publicly available information. Variations in documentation practices can affect the completeness of structural analysis. The absence of documentation does not automatically indicate absence of performance; however, it does signal potential transparency gaps. These inconsistencies require careful cross-referencing with supplementary sources and contextual evaluation.

Third, regional access constraints may influence the depth and texture of responses in certain geographic areas. Differences in infrastructure, connectivity, security considerations, or logistical challenges can affect the manner in which surveys and interviews are conducted. While the sampling design ensures national representation, variations in response richness or contextual elaboration may occur across provinces and territories. These regional dynamics are considered during analysis to avoid overgeneralisation.

Fourth, legal guarantees do not automatically translate into lived equality. Constitutional protections may exist uniformly across the country, yet their practical realisation can differ depending on socio-economic conditions, institutional capacity, and social norms. The presence of strong legal frameworks does not necessarily eliminate barriers faced by women, minorities, or marginalised communities.

Fifth, this is a baseline year. The Report's value will compound as subsequent annual surveys create a longitudinal record against which change can be tracked. The findings presented here are Year One snapshots; their full significance will emerge over time as trajectories become visible.

Additionally, the preparation of this Report utilised advanced analytical tools, including OpenAI-powered large language models, to enhance clarity, vocabulary, and structured presentation of findings. These tools were employed to assist in synthesising large volumes of qualitative and quantitative data, improving coherence of expression, and supporting analytical organisation. However, all interpretations, judgments, and conclusions remain grounded in the underlying data and guided by human oversight. Artificial intelligence tools functioned as research and language support systems rather than decision-making authorities, and outputs were reviewed and validated by the research team.

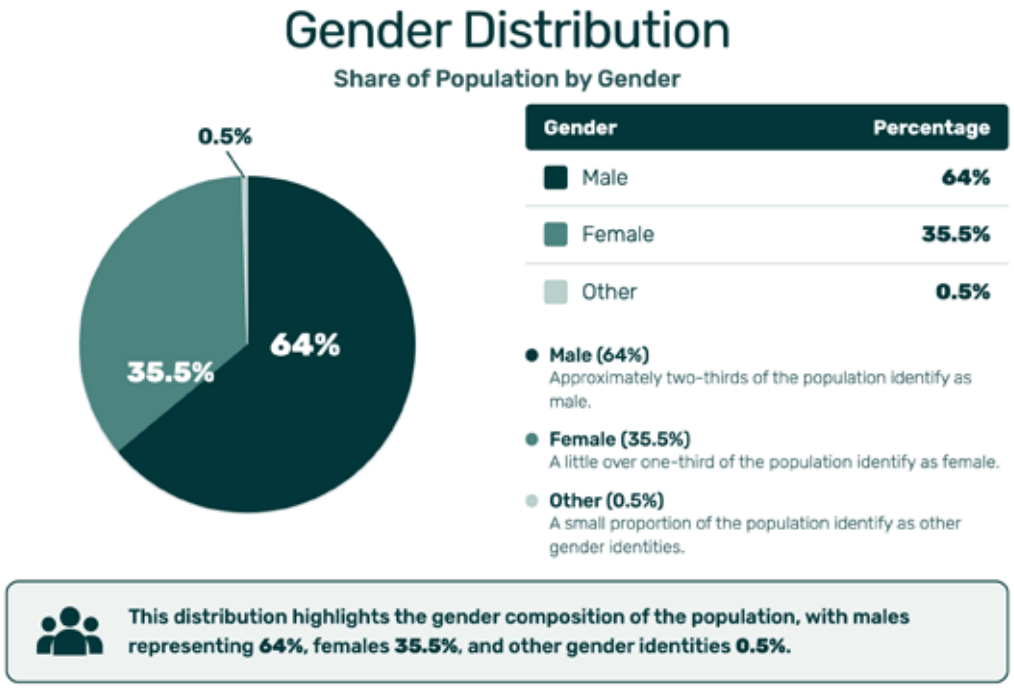
To address methodological limitations overall, the Report relies on cross-verification and cautious interpretation. Structural indicators are validated against survey findings and qualitative narratives. Where discrepancies arise, interpretative analysis is applied rather than definitive judgment. By openly acknowledging both methodological constraints and the role of analytical tools, the Report reinforces its commitment to transparency, credibility, and evidence-based assessment.

RESEARCH FINDINGS

Demographic Profile

Respondent Distribution

The survey achieved a broad gender representation, with 64% of respondents identifying as male, 35.5% as female, and 0.5% identifying as another gender. While male respondents constituted nearly two-thirds of the sample, more than one-third of participants were women, ensuring that female perspectives were substantially represented across the survey. The small proportion of respondents identifying as another gender reflects the inclusion of diverse gender identities within the sample. Overall, the gender distribution provides a balanced basis for analyzing public perceptions of transparency, accountability, governance, and institutional trust in Pakistan, while also reflecting the practical realities of survey participation and labour force representation in the country.



Key Highlights

- Male (64%) – Nearly two-thirds of respondents, representing the largest demographic group in the survey.
- Female (35.5%) – More than one-third of respondents, providing significant representation of women's perspectives on governance and transparency.
- Other (0.5%) – A small but important representation of respondents identifying outside the male-female binary, reflecting the survey's inclusive approach.

The respondent profile demonstrates that the survey captured views from both men and women across

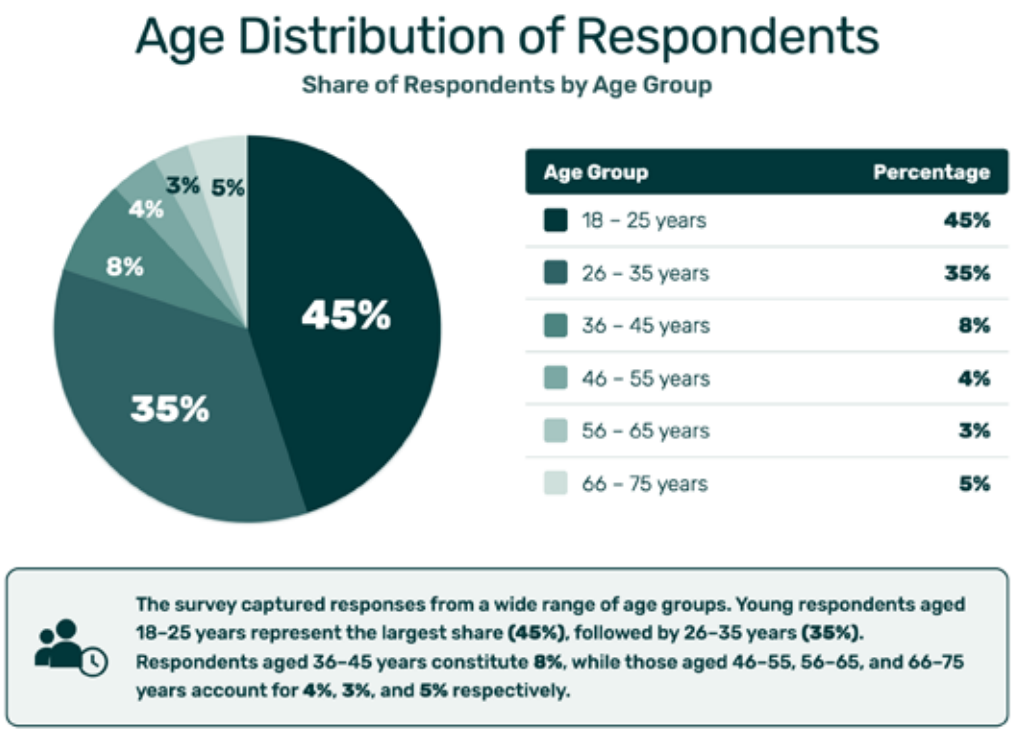
Pakistan, enabling meaningful gender-based insights while maintaining a sample that broadly reflects participation patterns in public, professional, and civic life.

Respondents by Age

The survey sample is predominantly composed of young adults, reflecting Pakistan's youthful demographic profile and the growing participation of younger citizens in discussions on governance, transparency, and public accountability. Respondents aged 18–25 years constitute the largest group (45%), followed by those aged 26–35 years (35%). Together, these two age cohorts account for 80% of the total sample, indicating that the survey largely captures the perspectives of Pakistan's younger, digitally connected, and economically active population.

Respondents aged 36–45 years represent 8% of the sample, while 46–55 years account for 4%, 56–65 years for 3%, and 66–75 years for 5%. Although older age groups constitute a smaller proportion of respondents, their inclusion provides valuable intergenerational perspectives on transparency, governance, and institutional performance.

The age profile closely aligns with Pakistan's national demographic structure, where a significant proportion of the population is under the age of 35. Younger respondents are more likely to engage with digital government services, social media, and online platforms, making their perceptions particularly relevant for assessing transparency, digital governance, and citizen participation. At the same time, the inclusion of middle-aged and senior respondents ensures that the survey reflects a broader range of experiences and expectations regarding public institutions, accountability, and the rule of law.



Key Highlights

- 18–25 years (45%) – Largest respondent group, representing young citizens and first-time participants in governance and public affairs.
- 26–35 years (35%) – Strong representation of early-career professionals, entrepreneurs, and economically active citizens.
- 36–45 years (8%) – Mid-career respondents contributing experienced perspectives on governance and institutional performance.
- 46–55 years (4%), 56–65 years (3%), and 66–75 years (5%) – Smaller but important representation of mature and senior citizens, providing long-term perspectives on institutional change and public trust.

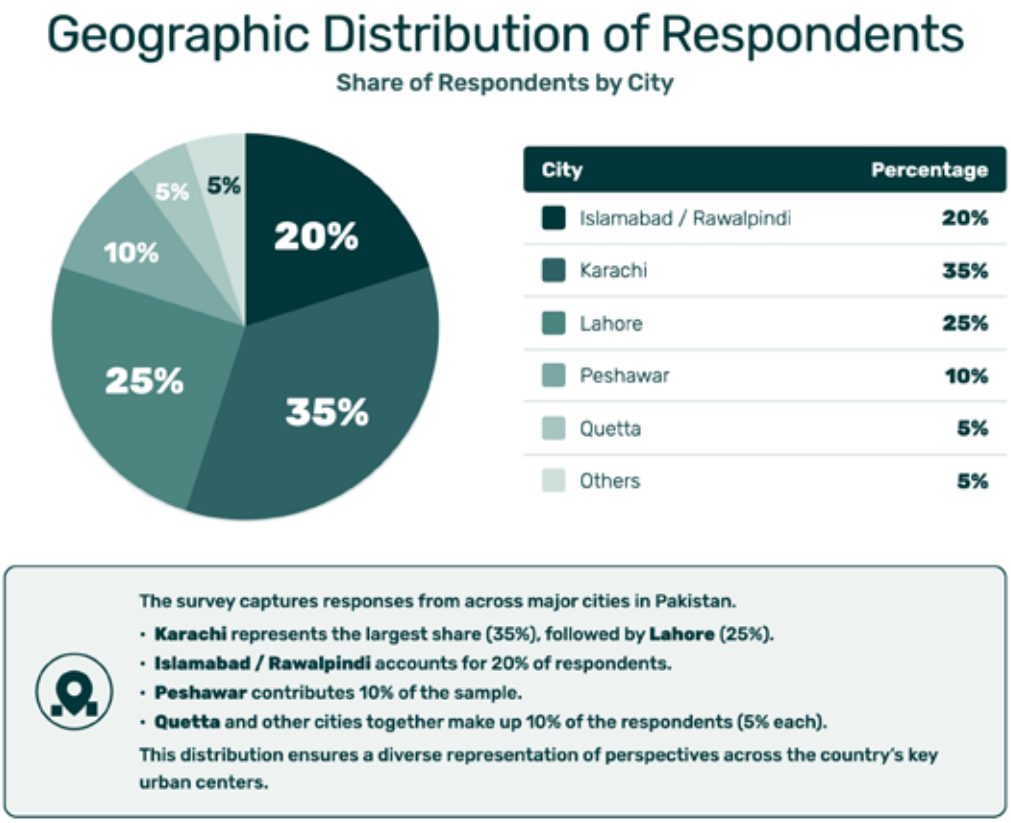
Overall, the respondent profile indicates that the survey captures the views of the generation that will shape Pakistan's future while incorporating perspectives from older age groups to provide a balanced and comprehensive assessment of transparency, accountability, and governance

Respondents by region

The survey captures perspectives from Pakistan's major metropolitan centers, providing a broad representation of urban respondents across all provinces. Karachi accounts for the largest share of respondents (35%), reflecting its position as Pakistan's largest city, commercial hub, and financial center. Lahore contributes 25% of the sample, representing the country's second-largest city and an important center for governance, education, and industry. Together, Karachi and Lahore account for 60% of all respondents, ensuring strong representation from Pakistan's two principal economic and population centers.

The Islamabad–Rawalpindi metropolitan region represents 20% of respondents, bringing valuable perspectives from the federal capital and its adjoining administrative and military center. Peshawar contributes 10%, ensuring representation from Khyber Pakhtunkhwa and capturing views from one of Pakistan's key regional capitals. Quetta (5%) and other cities (5%) provide additional geographic diversity, incorporating perspectives from Balochistan and other urban centers across the country.

The geographic distribution reflects the survey's emphasis on capturing views from Pakistan's major administrative, commercial, and provincial capitals, where citizens have frequent interaction with government institutions, regulatory bodies, and public services. While the sample is weighted toward urban centers—where governance, transparency, and service delivery issues are most visible—it also incorporates respondents from other cities to broaden the national perspective.



Key Highlights

- Karachi (35%) – Largest respondent group, reflecting Pakistan's commercial, industrial, and financial capital.
- Lahore (25%) – Strong representation from Punjab's provincial capital and one of the country's largest economic and cultural centers.
- Islamabad / Rawalpindi (20%) – Significant participation from the federal capital region and the country's principal administrative hub.
- Peshawar (10%) – Representation from Khyber Pakhtunkhwa, contributing important regional perspectives.
- Quetta (5%) – Representation from Balochistan's provincial capital.
- Other Cities (5%) – Additional respondents from across Pakistan, enhancing the geographic diversity of

the survey.

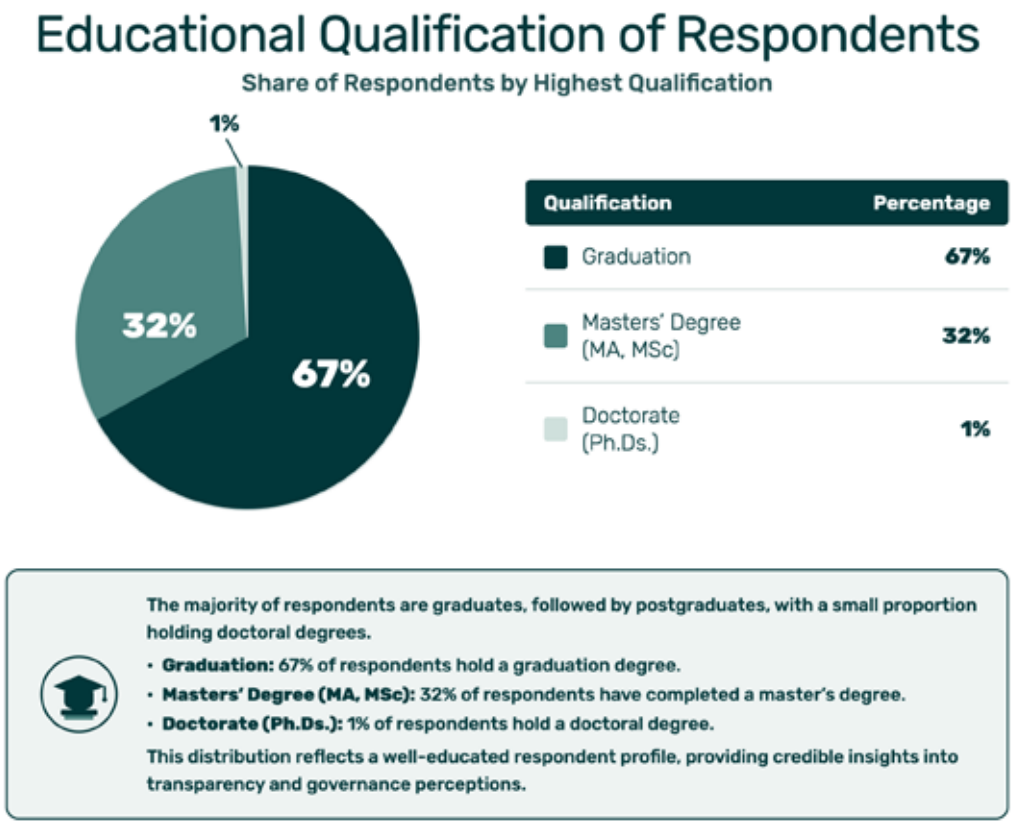
Overall, the geographic profile demonstrates that the survey captures a diverse range of perspectives from Pakistan's major urban centers, providing a robust foundation for assessing public perceptions of transparency, accountability, governance, and institutional trust across the country's key economic and administrative regions.

Education Profile

The survey respondents are highly educated, providing a strong foundation for informed opinions on governance, transparency, accountability, and institutional performance. A majority of respondents (67%) hold a bachelor's degree, making graduates the largest educational group represented in the survey. This is followed by 32% who possess a master's degree (MA/MSc), indicating a substantial proportion of respondents with advanced academic and professional qualifications. Only 1% of respondents hold doctoral (Ph.D.) degrees, reflecting a small but valuable contribution from highly specialized academic and research professionals.

Overall, 99% of respondents possess at least a university degree, demonstrating that the survey largely captures the views of an educated and professionally active population. This educational profile is particularly relevant for a transparency and governance study, as respondents with higher levels of education are generally more familiar with public institutions, government policies, regulatory frameworks, and civic participation. Their experiences and perceptions provide meaningful insights into issues such as public accountability, institutional trust, access to information, and the effectiveness of governance systems.

The predominance of graduates and postgraduates also suggests that many respondents are likely to engage regularly with government services, regulatory authorities, and digital governance platforms, enabling them to provide informed assessments of transparency and public sector performance.



Key Highlights

- Graduation (67%) – The largest respondent group, representing university graduates across diverse professions and sectors.
- Master's Degree (32%) – Nearly one-third of respondents possess postgraduate qualifications, contributing advanced professional and academic perspectives.

- Doctorate (Ph.D.) (1%) – A small but important group of respondents with specialized research and expert knowledge.

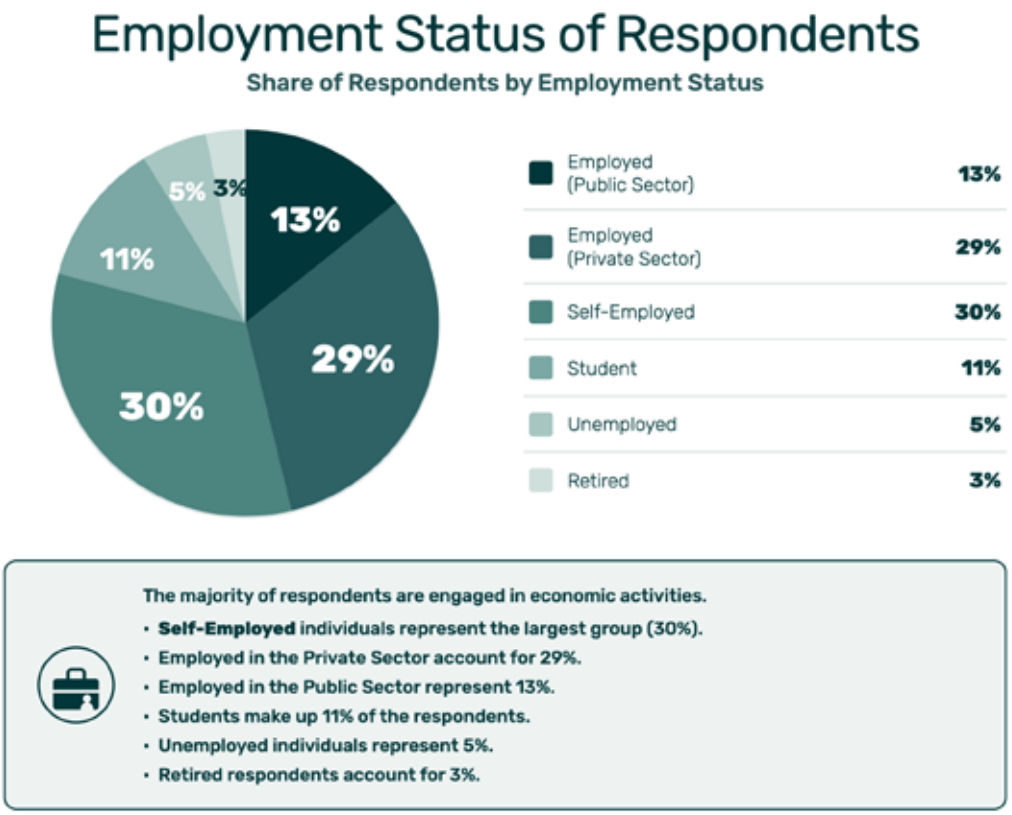
The educational profile reflects a highly qualified respondent base, enhancing the reliability of the survey's findings. The strong representation of graduates and postgraduates ensures that the report draws upon informed perspectives from individuals who are well positioned to evaluate Pakistan's transparency, accountability, regulatory governance, and institutional performance.

Employment Profile

The survey respondents represent a broad cross-section of Pakistan's economically active population, with the majority engaged in employment, entrepreneurship, or higher education. Self-employed individuals constitute the largest group (30%), closely followed by respondents employed in the private sector (29%). Together, these two categories account for 59% of the sample, indicating strong representation from the business community, entrepreneurs, freelancers, and private-sector professionals who regularly interact with regulatory authorities and public institutions.

Public sector employees represent 13% of respondents, providing valuable insights from individuals working within government institutions and public administration. Students account for 11%, reflecting the perspectives of Pakistan's younger generation, who are increasingly engaged in issues related to governance, digital transparency, and public accountability. Unemployed respondents (5%) and retired individuals (3%) complete the sample, ensuring that the survey also captures the experiences of citizens outside the active workforce.

The employment profile demonstrates that the survey primarily reflects the views of individuals who are economically active and regularly engage with government services, taxation, regulation, financial institutions, and public administration. Their experiences provide important insights into the effectiveness of governance, regulatory transparency, accountability mechanisms, and public service delivery.



Key Highlights

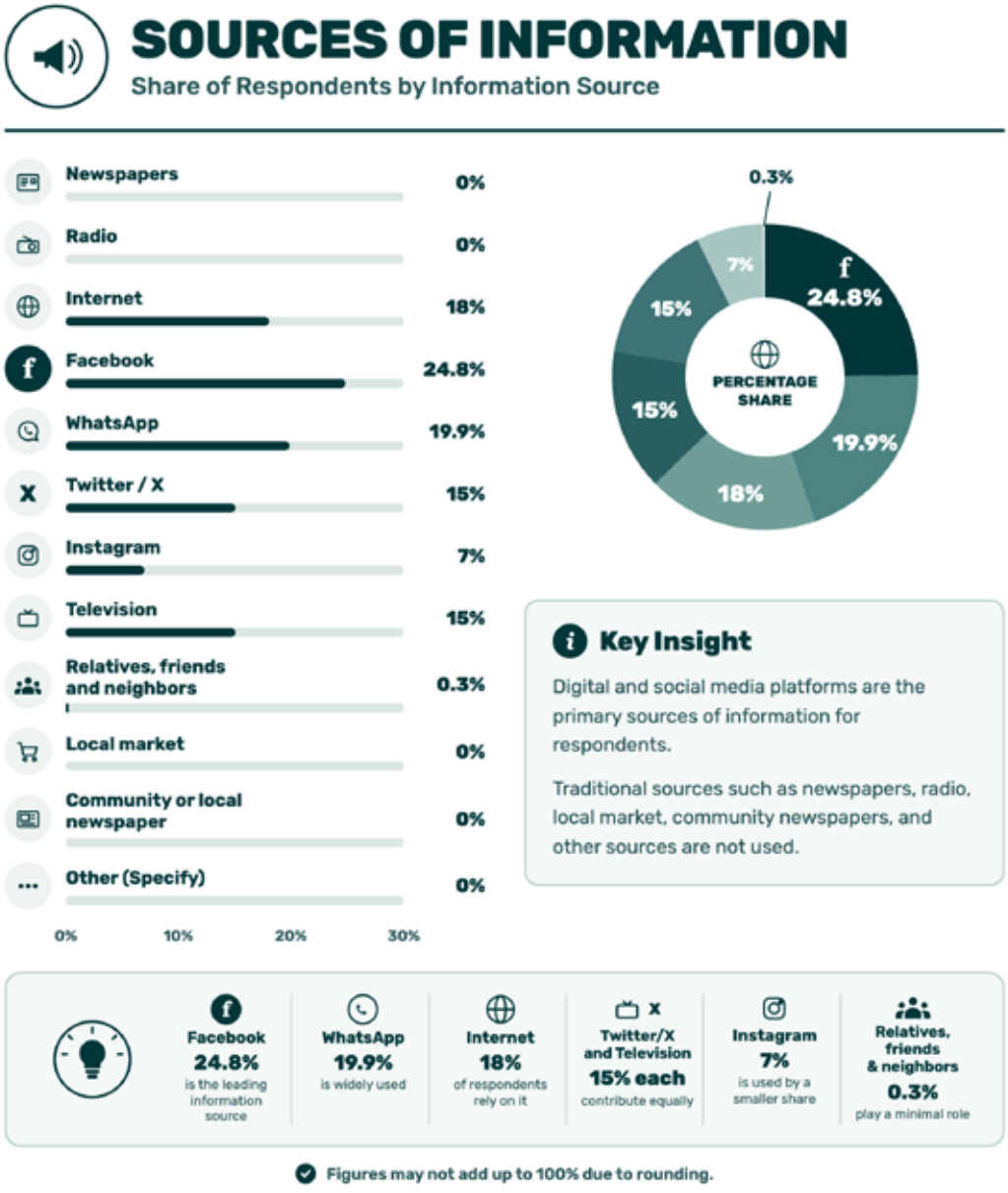
- Self-Employed (30%) – The largest respondent group, representing entrepreneurs, business owners, freelancers, and independent professionals.
- Employed (Private Sector) (29%) – Strong representation from corporate employees and professionals across diverse industries.
- Employed (Public Sector) (13%) – Perspectives from government officials and public-sector employees.

- Students (11%) – Representation from young adults and future professionals with growing engagement in governance and public affairs.
- Unemployed (5%) – Reflecting the views of citizens seeking employment and interacting with public services.
- Retired (3%) – Providing experienced perspectives based on long-term interaction with public institutions.

The respondent profile indicates a balanced and economically active sample, with nearly three-fifths of participants drawn from the private sector and self-employment. This composition strengthens the report's assessment of transparency, accountability, regulatory governance, and the ease of interacting with public institutions, while also incorporating perspectives from the public sector, students, unemployed citizens, and retirees to provide a comprehensive national outlook.

INFORMATION ENVIRONMENT

The survey reveals that digital and social media platforms have become the dominant sources of information for respondents, highlighting Pakistan's transition toward a digitally connected information ecosystem. Facebook is the single most important source of information, cited by 24.8% of respondents, followed by WhatsApp (19.9%) and the Internet (18%). Together, these three platforms account for nearly 63% of all information sources, demonstrating the growing influence of digital communication in shaping public awareness, civic engagement, and perceptions of governance.



Television (15%) and Twitter/X (15%) continue to play an important role, particularly for news, public affairs, and political discourse. While television remains a trusted medium for many Pakistanis, Twitter/X has emerged as a key platform for real-time information sharing, policy discussions, and interaction between citizens, media, and public officials. Instagram (7%) contributes a smaller but significant share, reflecting its growing popularity among younger audiences for visual and short-form content.

Traditional media and interpersonal communication play a very limited role in respondents' information consumption. Newspapers, radio, local markets, community newspapers, and other traditional sources recorded no meaningful usage, while relatives, friends, and neighbours accounted for only 0.3% of responses. This shift underscores the declining influence of conventional information channels and the increasing reliance on digital platforms for news and public information.

Key Highlights

- Facebook (24.8%) – The leading source of information among respondents.
- WhatsApp (19.9%) – A major platform for news sharing and interpersonal communication.
- Internet (18%) – A key source for accessing online news, government information, and digital content.
- Television (15%) – Continues to be an important traditional source of news and current affairs.
- Twitter/X (15%) – Widely used for real-time news, public debate, and policy discussions.
- Instagram (7%) – Popular among younger users for visual and social content.
- Relatives, friends and neighbours (0.3%) – Minimal reliance on interpersonal sources.
- Newspapers, radio, local markets, community newspapers, and other sources (0%) – Negligible use among respondents.

The findings indicate that Pakistan's information environment is now overwhelmingly digital. This presents significant opportunities for governments and public institutions to enhance transparency, improve citizen engagement, and strengthen accountability through digital communication, open-data initiatives, and e-governance platforms. At the same time, the growing dependence on social media highlights the importance of promoting digital literacy, combating misinformation, and ensuring that credible, timely, and evidence-based information remains easily accessible to the public.

Trust in Electronic Media (Television & Radio)

The survey assessed public trust in electronic media, including television and radio, based on respondents' overall impressions rather than their direct interaction with these platforms. Electronic media remains one of Pakistan's primary sources of news, public information, education, and national discourse, making public trust an important indicator of media credibility.

The findings indicate that public confidence in electronic media is mixed, reflecting both recognition of its important societal role and expectations for continued improvements in credibility, impartiality, and professional standards. Overall, 30% of respondents expressed neutral to positive trust (scores 4–7), including 18% who reported high trust (scores 5–7). A further 12% selected the neutral midpoint, suggesting that many respondents hold balanced views and remain open to improvements in media performance.

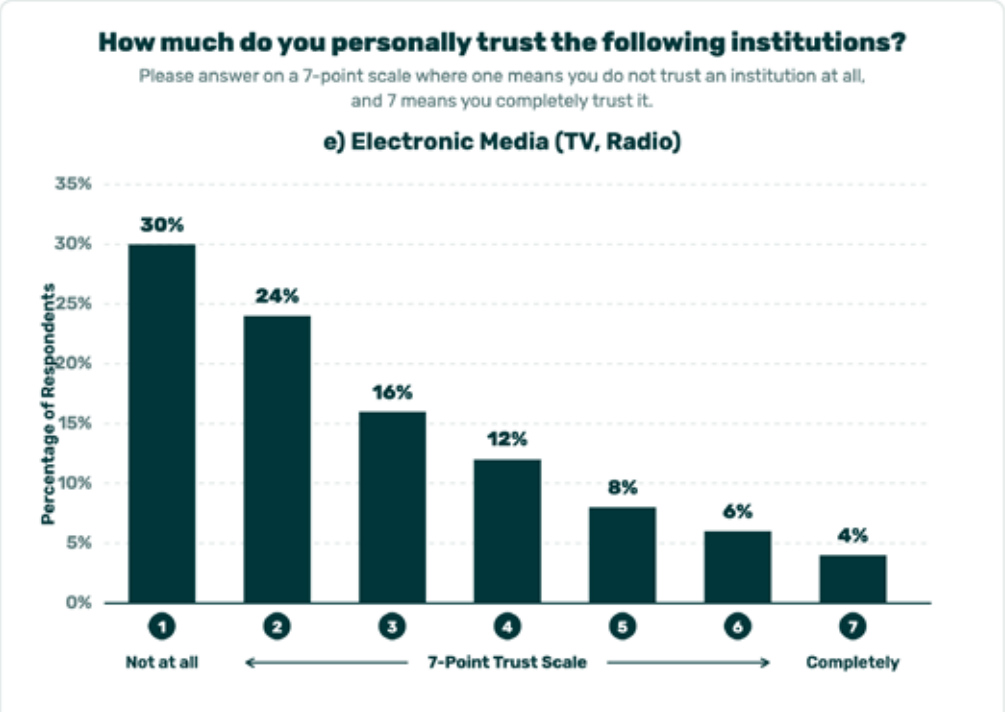
Meanwhile, 70% of respondents expressed lower levels of trust (scores 1–3). These perceptions may reflect concerns about the accuracy, impartiality, independence, and quality of news reporting, as well as broader changes in the media environment driven by digital platforms and social media.

Key Findings

- 30% of respondents expressed neutral to positive trust (scores 4–7) in electronic media.
- 18% reported high trust (scores 5–7), indicating confidence in television and radio as sources of information.
- 12% selected the neutral midpoint (4), reflecting balanced views.
- 70% expressed lower levels of trust (scores 1–3), highlighting opportunities to strengthen media credibility.

The findings suggest that enhancing trust in electronic media represents an important opportunity for Pakistan's information ecosystem. Strengthening editorial independence, promoting fact-based journalism, improving professional standards, increasing transparency in news production, and reinforcing ethical reporting can help rebuild public confidence. As electronic media continues to adapt to a rapidly evolving digital landscape, greater emphasis on accuracy, accountability, and public interest journalism can strengthen its credibility and reinforce its role as a trusted source of information for citizens.

Trust in Electronic Media (Television & Radio)



Trust in Social Media (Online)

The survey assessed public trust in social media platforms based on respondents' overall impressions rather than direct interaction. Social media has become a major source of news, public discourse, civic engagement, and information sharing, while also presenting challenges related to misinformation, content quality, and source credibility.

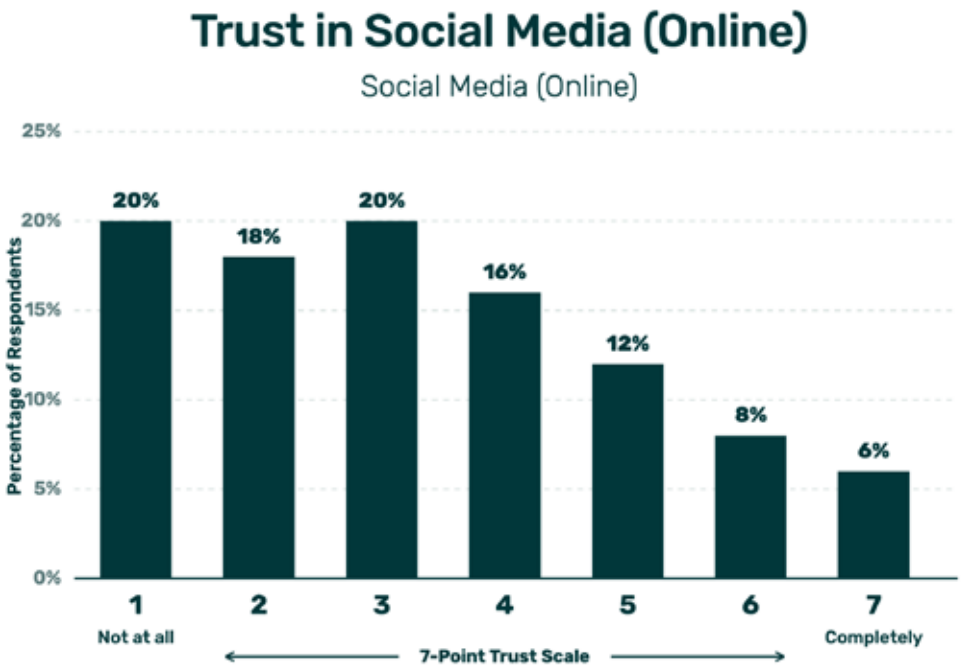
The findings indicate that public trust in social media is cautious but evolving. Overall, 42% of respondents expressed neutral to positive trust (scores 4–7), including 26% who reported high trust (scores 5–7). Additionally, 16% selected the neutral midpoint, suggesting that many respondents recognize the growing importance of online platforms while maintaining balanced views about their credibility.

Meanwhile, 58% of respondents expressed lower levels of trust (scores 1–3). These responses may reflect concerns regarding misinformation, fake news, online manipulation, privacy, and the reliability of user-generated content. At the same time, the comparatively higher level of positive trust compared with some traditional institutions suggests that social media has become an increasingly important channel for accessing information and engaging in public debate.

Key Findings

- 42% of respondents expressed neutral to positive trust (scores 4–7) in social media platforms.
- 26% reported high trust (scores 5–7), indicating confidence in online platforms as sources of information and engagement.
- 16% selected the neutral midpoint (4), reflecting balanced views.
- 58% expressed lower levels of trust (scores 1–3), highlighting concerns about information reliability and content quality.

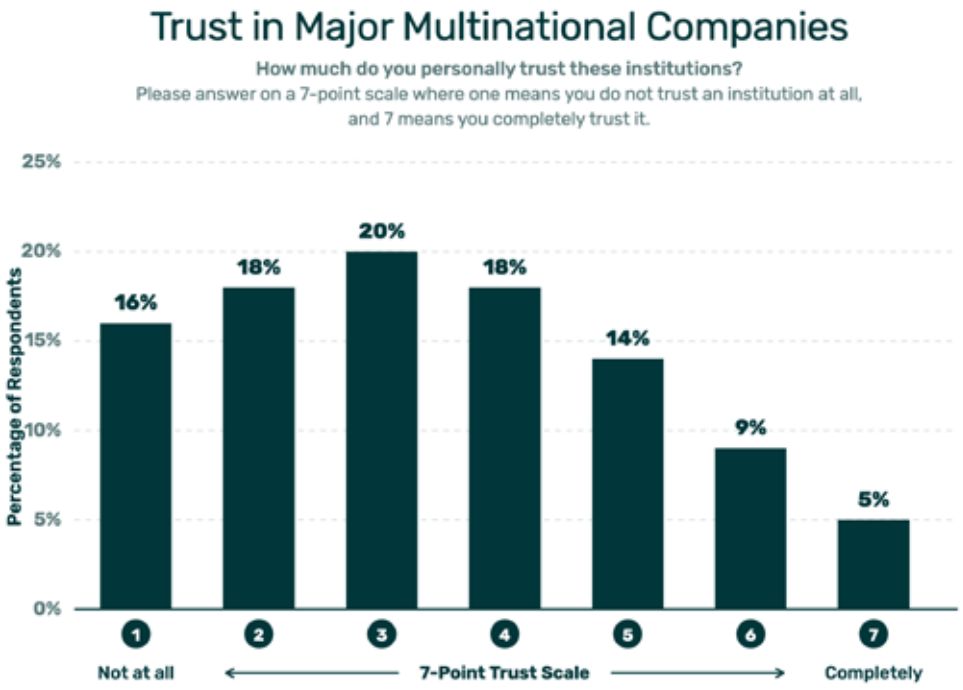
The findings suggest that strengthening the credibility of Pakistan's digital information ecosystem remains an important opportunity. Promoting digital literacy, strengthening fact-checking initiatives, improving transparency in content moderation, encouraging responsible online behaviour, and enhancing platform accountability can increase public confidence. As social media platforms continue to evolve, greater emphasis on information integrity, user safety, and responsible digital engagement can help establish them as more trusted spaces for communication, civic participation, and informed public discourse.



Public Perception of Multinational Companies

The survey assessed public trust in major multinational companies based on respondents' overall impressions, regardless of their direct experience with these organizations. Multinational companies contribute significantly to Pakistan's economy through investment, employment generation, technology transfer, innovation, and integration into global markets.

The findings indicate that public trust in multinational companies is comparatively balanced, with a substantial proportion of respondents expressing confidence in their role within Pakistan's economy. Overall, 46% of respondents expressed neutral to positive trust (scores 4–7), including 28% who reported high trust (scores 5–7). In addition, 18% selected the neutral midpoint, suggesting that many respondents maintain balanced views while recognizing the economic contributions of multinational firms. Meanwhile, 54% of respondents expressed lower levels of trust (scores 1–3). These responses may reflect public expectations regarding corporate accountability, consumer protection, environmental responsibility, labour practices, and greater contribution to national development.



Key Findings

- 46% of respondents expressed neutral to positive trust (scores 4–7) in major multinational companies.
- 28% reported high trust (scores 5–7), indicating confidence in the role of multinational businesses.
- 18% selected the neutral midpoint (4), reflecting balanced perceptions.

The findings suggest that major multinational companies enjoy a relatively stronger level of public confidence than many other institutions measured in the survey, while still having opportunities to further build trust. Continued investment in corporate transparency, ethical business practices, environmental sustainability, consumer protection, local workforce development, and corporate social responsibility can reinforce public confidence. As multinational companies deepen their engagement with local communities and contribute to inclusive economic growth, they can further strengthen their reputation as trusted partners in Pakistan's long-term development.

STRATEGIC SIGNAL: Pakistan's Digital Citizen Is Already Here

The survey's demographic composition is not a sampling characteristic, it is a message. The concentration of 18–35 year olds, self-employed professionals, private-sector workers, and students in the respondent base reflects who is most actively engaging with the Pakistani state today: a generation that is economically productive, digitally native, and forming its expectations of governance in realtime.

This matters because these are not passive observers. They file taxes on FBR's digital platforms. They register businesses with SECP. They consume regulatory updates through WhatsApp and Twitter/X before official channels publish them. They judge institutions not by what they say but by how fast a portal loads, whether a complaint gets acknowledged, and how long a license renewal takes online. For this demographic, the digital experience of government is governance.

Their information environment reinforces this dynamic. Facebook, WhatsApp, and internet-based sources have displaced television and print as the primary channels through which young Pakistanis receive government announcements, track policy changes, and form opinions about institutional performance. This is consequential: it means public trust is increasingly shaped not by official communications but by peer networks, viral content, and realtime peer experience; environments over which the government has limited control and even more limited credibility once lost.

The strategic implication is direct. As Pakistan advances the Digital Pakistan agenda and National AI Policy, this demographic will not wait for transformation to be declared complete. They will continuously benchmark every public-sector interaction against the private digital services they use daily. Every friction point in an e-governance system, every unanswered online complaint, every opaque regulatory decision becomes a data point that shapes their assessment of whether institutions are trustworthy.

The signal here is not that Pakistan has a young, digitally connected population, that is already known. The signal is that this population's tolerance for institutional opacity is structurally lower than any previous generation's, and their capacity to amplify dissatisfaction through digital networks is structurally higher. Transparency is no longer simply a governance value for this cohort. It is a baseline expectation, and falling short of it carries reputational consequences that compound rapidly in a networked information environment.

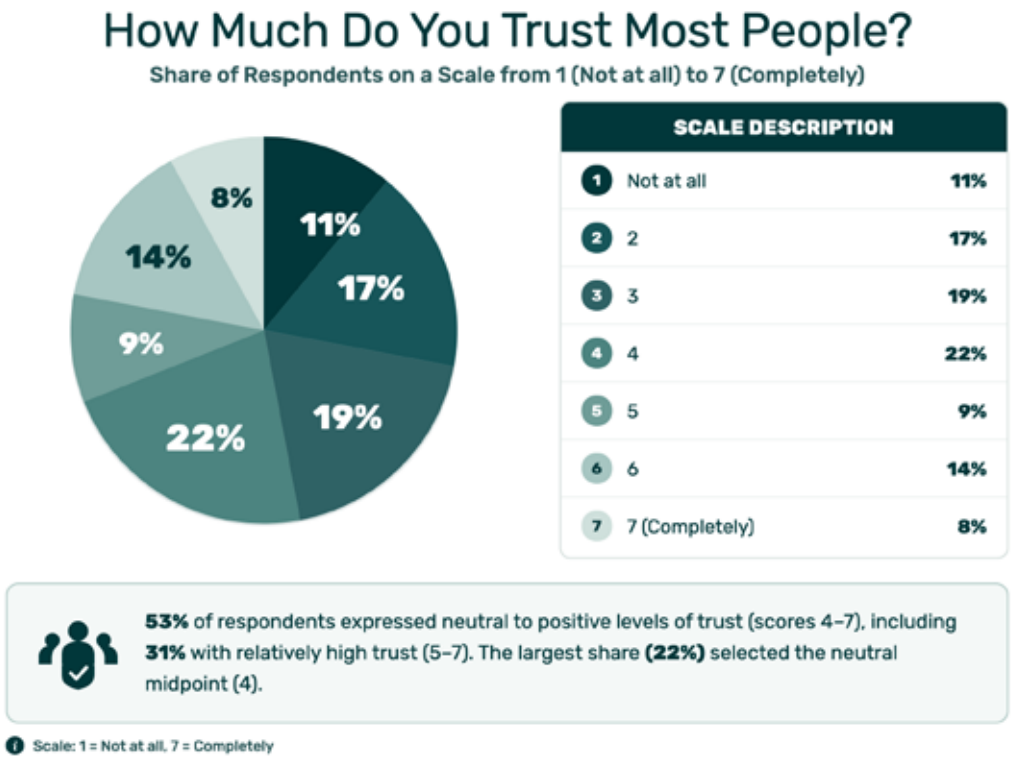
Pakistan's institutions are not being evaluated in a vacuum. They are being evaluated by the most demanding and most connected citizen cohort in the country's history, and that cohort is only growing.

Interpersonal Trust

Trust in Most People

The survey indicates a foundation of moderate social trust among respondents, reflecting a society that remains open to building stronger interpersonal relationships. The largest proportion of respondents (22%) selected the midpoint of the seven-point scale, suggesting a balanced and measured outlook rather than strong distrust or complete confidence. Overall, 53% of respondents expressed either neutral or positive levels of trust (scores 4–7), indicating that a majority maintain at least a baseline willingness to trust others. Within this group, 31% reported relatively high levels of trust (scores 5–7), demonstrating a meaningful level of confidence in interacting with people beyond their immediate social circles.

While 47% of respondents reported lower levels of generalized trust (scores 1–3), these findings highlight an important opportunity for strengthening social cohesion through improved governance, transparency, accountability, and civic engagement. International evidence consistently shows that societies with higher levels of institutional integrity and public trust tend to experience stronger interpersonal trust, greater civic participation, lower transaction costs, and more resilient communities. As Pakistan continues to advance reforms that improve public services, strengthen the rule of law, and promote transparency, there is significant potential to further enhance social capital and build greater confidence among citizens.



Key Findings

- 53% of respondents expressed neutral to positive levels of trust (scores 4–7), indicating an overall foundation for social cohesion.
- 31% reported high levels of trust (scores 5–7), demonstrating confidence in interpersonal relationships beyond close family and friends.
- 22% selected the neutral midpoint (4), reflecting a balanced and pragmatic outlook toward people in general.
- 47% expressed lower levels of generalized trust (scores 1–3), highlighting opportunities for continued improvements in governance and institutional confidence.

The findings suggest that Pakistan possesses a solid foundation upon which stronger social trust can be built. A majority of respondents demonstrate either neutral or positive attitudes toward trusting others, indicating openness to cooperation and civic participation. Strengthening transparency, accountability, effective public institutions, and equal application of the law can further reinforce interpersonal trust, creating a virtuous

cycle in which stronger institutions promote greater social cohesion, increased public participation, and higher levels of trust across society.

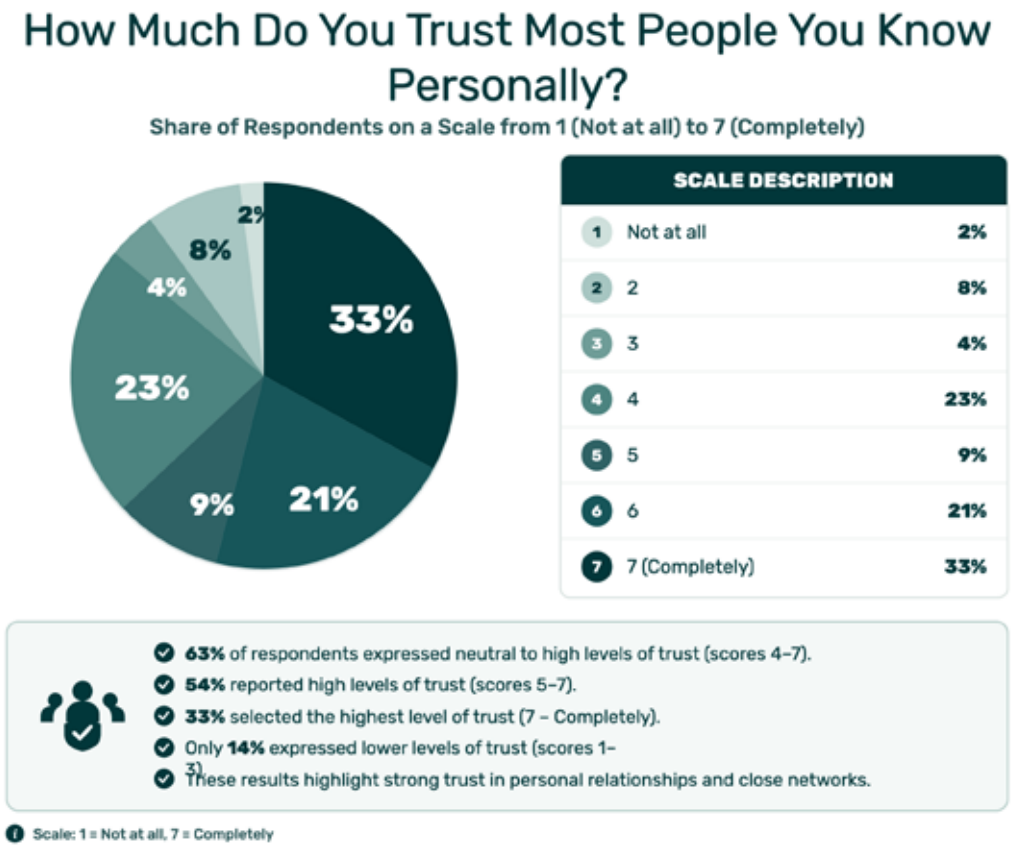
Trust in People Known Personally

The survey demonstrates strong interpersonal trust among respondents, indicating that confidence remains high within personal relationships and close social networks. A clear majority (63%) expressed neutral to high levels of trust (scores 4–7), suggesting that most respondents have confidence in people they know personally. Most notably, 54% reported high levels of trust (scores 5–7), with 33% selecting the highest possible rating (7) and 21% choosing a score of 6. These findings reflect a robust foundation of social capital built upon family, friends, colleagues, and trusted community relationships.

Only 14% of respondents expressed lower levels of trust (scores 1–3), indicating that distrust within personal networks is relatively limited.

The remaining 23% selected the midpoint of the scale, reflecting a balanced and measured level of confidence in those they know personally.

The results suggest that while generalized trust in society may vary, Pakistan continues to benefit from strong interpersonal trust, which remains an important social asset. High levels of trust within families, neighbourhoods, workplaces, and community networks facilitate cooperation, strengthen resilience during periods of uncertainty, and contribute to greater social cohesion. These trusted relationships also provide an important foundation upon which broader institutional trust can be developed through improved governance, transparency, accountability, and effective public service delivery



Key Findings

- 63% of respondents expressed neutral to positive levels of trust (scores 4–7) toward people they know personally.
- 54% reported high levels of trust (scores 5–7), demonstrating strong confidence in their personal relationships.
- 33% selected the highest level of trust (7), representing the single largest response category.
- Only 14% expressed lower levels of trust (scores 1–3), indicating relatively limited distrust within personal networks.

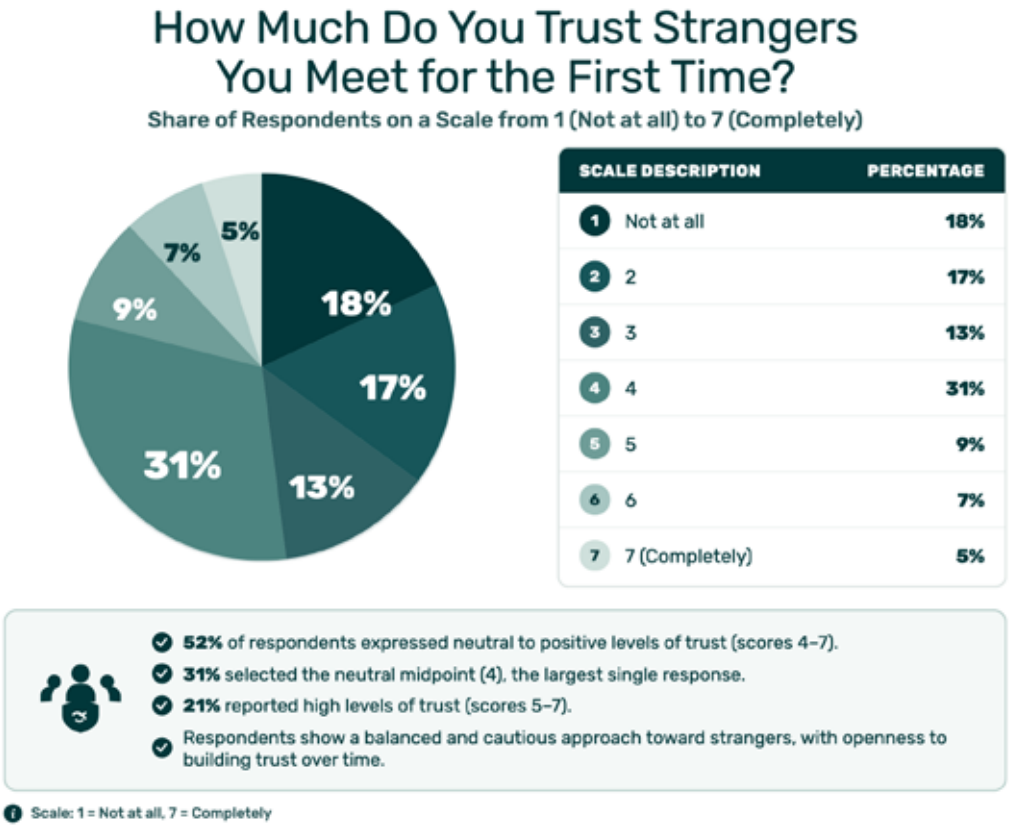
The findings reveal that Pakistan possesses strong interpersonal social capital. Trust remains highest within personal relationships, suggesting that families, friends, colleagues, and local communities continue to serve as important sources of confidence and mutual support. This strong social foundation provides an opportunity for policymakers to strengthen broader public trust by improving institutional transparency, accountability, and governance, thereby extending the confidence people place in their personal networks to the institutions that serve them.

Trust in Strangers

The survey indicates that Pakistan possesses a healthy foundation of cautious openness toward new social interactions. The largest proportion of respondents (31%) selected the midpoint of the seven-point scale, reflecting a balanced and pragmatic approach to trusting people they meet for the first time. Overall, 52% of respondents expressed neutral to positive levels of trust (scores 4–7), suggesting that a majority are open to forming new relationships while exercising reasonable caution. Within this group, 21% reported relatively high levels of trust (scores 5–7), demonstrating a willingness to engage with new people in social, professional, and business settings

Meanwhile, 48% of respondents reported lower levels of trust (scores 1–3), indicating that trust in strangers is generally built gradually rather than extended immediately. This cautious approach is common across many societies and reflects a preference for establishing trust through personal interaction and experience.

The findings suggest that while Pakistanis tend to exercise prudence when meeting new people, they remain receptive to building trust over time. This balance between openness and caution supports stable social interactions while encouraging confidence through repeated engagement. As institutional transparency, rule of law, and public confidence continue to strengthen, broader societal trust is also likely to increase, creating an environment that encourages greater collaboration, economic activity, and civic participation.



Key Findings

- 52% of respondents expressed neutral to positive levels of trust toward strangers (scores 4–7).
- 31% selected the neutral midpoint (4), representing the largest single response category.
- 21% reported high levels of trust (scores 5–7), indicating openness to building new relationships.
- 48% expressed lower levels of trust (scores 1–3), reflecting a measured and cautious approach rather than immediate trust.

The findings demonstrate that respondents generally adopt a balanced approach to trusting strangers. Rather than extending unconditional trust or exhibiting widespread distrust, most respondents prefer to develop confidence through personal interaction and experience. This measured outlook provides a solid basis for strengthening social cohesion, business relationships, and civic engagement. Continued improvements in governance, transparency, public safety, and institutional accountability can further enhance confidence in broader social interactions and contribute to higher levels of generalized trust across society.

STRATEGIC SIGNAL: Pakistan's Trust Gradient | A Society Ready to Extend Confidence

Pakistan's social trust does not follow a single pattern. It follows a gradient, and understanding that gradient is more valuable than any single trust number

The Inner Circle Holds Strong

Start with what is working. Within personal networks; family, friends, colleagues, community, Pakistani social capital is robust. Fifty-four percent of respondents report high trust in people they know personally, with thirty-three percent selecting the highest possible rating on the scale. This is the largest single response category in the entire trust section of the survey. Distrust within personal networks is genuinely limited, with only fourteen percent expressing low confidence in people they know.

This is not a small finding. It means Pakistan is not a low-trust society. It is a selectively trusting society; one where confidence is strong where relationships are established and evidence of reliability exists. That distinction changes the strategic question entirely. The challenge is not to build trust from zero. It is to extend trust that already exists outward, from personal networks toward institutions and public life

The Middle Ground Is Navigable

Move outward to generalized trust, confidence in people beyond close circles, and the picture shifts, but not dramatically. Fifty-three percent of respondents express neutral to positive trust in most people, with thirty-one percent reporting high confidence. Twenty-two percent land at the midpoint of the scale, neither distrustful nor fully confident: a measured, pragmatic stance rather than a closed one.

This is a population in calibration mode. Nearly half express lower generalized trust, but the dominant posture is cautious openness, not withdrawal. International evidence is consistent on what moves this dial: institutional integrity, predictable rule of law, and visible accountability. When citizens see that institutions treat people fairly regardless of connection or status, they become more willing to extend that same assumption of fairness to people they don't personally know. Generalized trust is downstream of institutional trust, and that means it is addressable through governance.

Strangers: Prudent, Not Closed

At the outer edge of the gradient, trust in strangers reflects a society that builds confidence through experience rather than assumption. Forty-eight percent express lower initial trust in people they meet for the first time, and thirty-one percent hold a neutral position, the largest single response category. Yet twenty-one percent report high openness even to new interactions, and fifty-two percent overall lean neutral to positive. This is not distrust. It is discernment. Most societies calibrate initial trust conservatively; the strategic question is whether the environment rewards trust once extended. In contexts where legal enforcement is predictable, contracts are respected, and public institutions treat people consistently, trust in strangers tends to rise

because the cost of being wrong is lower. Pakistan's cautious baseline here is a holding position, not a ceiling.

Taken together, the three-level trust gradient tells a coherent story. Pakistanis trust deeply where they have evidence. They trust cautiously where evidence is limited. And they are prepared to extend trust further if the institutional environment gives them reason to. This is precisely the profile of a society where governance reform yields outsized returns. A population that already trusts strongly within networks does not need to be convinced that trust is possible, it needs to see that institutions deserve the same confidence they already extend to people they know. Every accountability mechanism that works, every public service that delivers without favoritism, every regulation applied equally regardless of status converts cautious openness into active confidence.

The trust is there. The gradient simply needs a path to travel.

INSTITUTIONAL TRUST | PARLIAMENT, ECONOMY, AND CORE STATE INSTITUTIONS

Public Perception of Parliament's Role in Fiscal Responsibility

The survey suggests that respondents recognize Parliament's role in promoting fiscal discipline while also indicating opportunities to strengthen public awareness and confidence regarding ongoing economic reforms. Overall, 34% of respondents expressed neutral to positive views (scores 4–7), including 20% who reported relatively strong agreement (scores 5–7) that Parliament is taking steps to improve fiscal sustainability

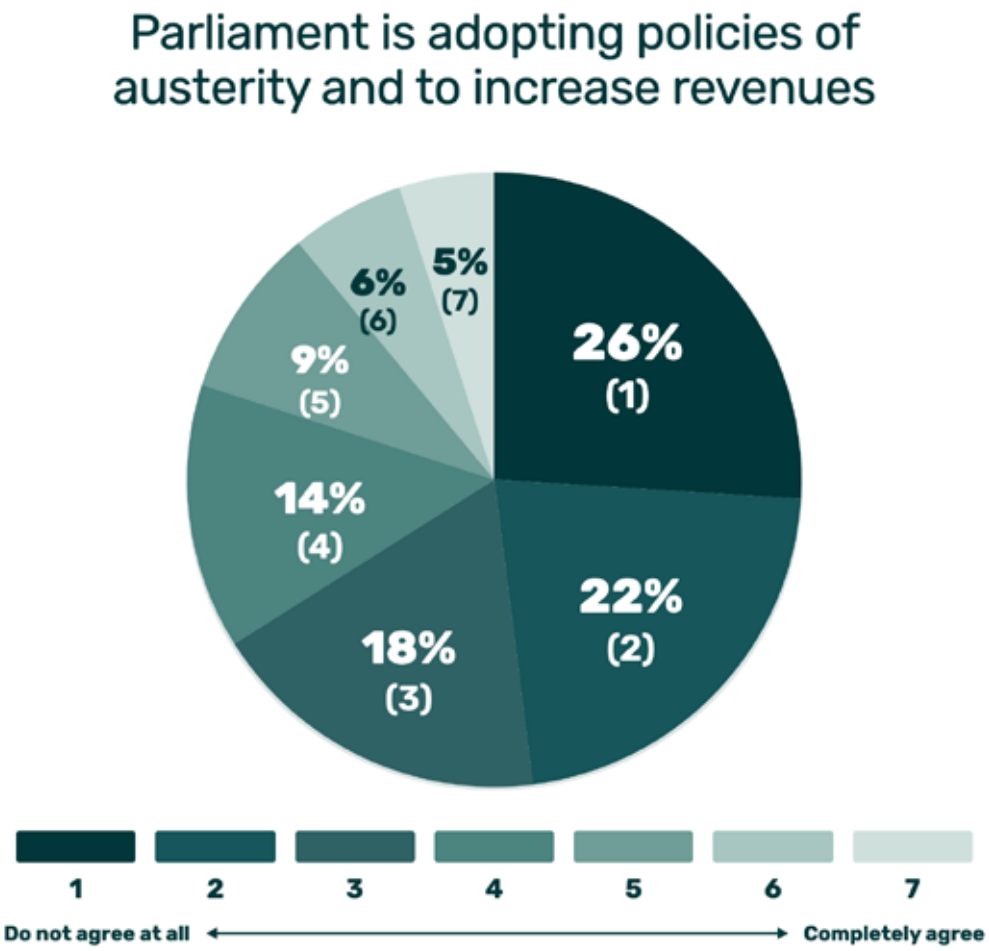
At the same time, 66% of respondents expressed lower levels of agreement (scores 1–3), highlighting an opportunity for Parliament to further communicate its reform agenda, demonstrate the impact of fiscal measures, and strengthen public understanding of policies designed to improve revenue generation and responsible public spending.

As Pakistan continues to pursue fiscal reforms, public confidence can be enhanced through greater transparency in budgeting, improved parliamentary oversight, regular reporting on reform outcomes, and increased citizen engagement in the legislative process. Demonstrating measurable progress in revenue mobilization and expenditure management will help reinforce Parliament's role as a key institution in strengthening economic governance and long-term fiscal sustainability.

Key Finding

- 34% of respondents expressed neutral to positive perceptions (scores 4–7) regarding Parliament's efforts to promote fiscal responsibility.
- 20% reported strong agreement (scores 5–7) that Parliament is adopting policies to increase revenues and encourage prudent public spending.
- 14% selected the neutral midpoint (4), indicating a balanced assessment and openness to future progress.

The findings indicate that Parliament has an opportunity to further strengthen public confidence by demonstrating the tangible outcomes of fiscal reforms and increasing transparency around economic policymaking. Greater public engagement, clearer communication of legislative achievements, and visible progress in revenue generation and expenditure management can reinforce Parliament's role in promoting sustainable public finances and good governance.



Public Perception of Parliament's Role in Advancing an Islamic Welfare State

The survey indicates that respondents recognize Parliament's role in advancing the vision of Pakistan as an Islamic Welfare State while also highlighting opportunities to further strengthen public confidence through continued policy implementation and effective communication. The largest single group of respondents (13%) selected the midpoint of the seven-point scale, reflecting a balanced and measured assessment of Parliament's efforts. Overall, 34% of respondents expressed neutral to positive perceptions (scores 4–7), including 21% who reported strong agreement (scores 5–7) that Parliament is working toward this national objective

While 66% of respondents expressed lower levels of agreement (scores 1–3), the findings suggest an opportunity to increase public awareness of legislative initiatives, social protection programmes, welfare reforms, and constitutional measures aimed at promoting social justice, economic inclusion, and equitable development. Greater visibility of these initiatives can help strengthen public understanding of Parliament's contribution to achieving the country's long-term welfare objectives.

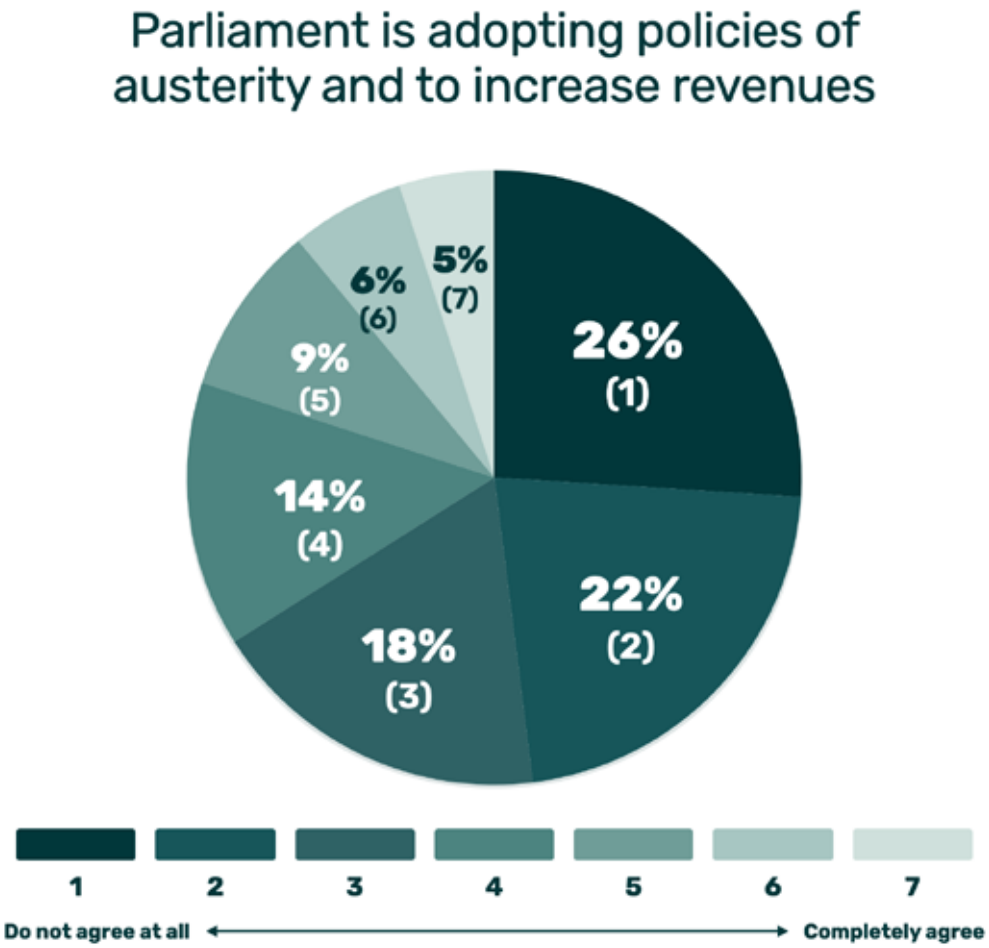
As Pakistan continues to pursue reforms focused on poverty reduction, inclusive economic growth, healthcare, education, and social protection, Parliament has an important role in translating these priorities into effective legislation and oversight. Transparent reporting of legislative achievements, stronger public engagement, and measurable outcomes can further enhance confidence in Parliament's commitment to building a more inclusive and welfare-oriented state.

Key Finding

- 34% of respondents expressed neutral to positive perceptions (scores 4–7) regarding Parliament's efforts to advance the vision of an Islamic Welfare State.
- 21% reported strong agreement (scores 5–7), reflecting confidence in Parliament's contribution toward this objective.
- 13% selected the neutral midpoint (4), indicating a balanced assessment and openness to continued progress.

- 66% expressed lower levels of agreement (scores 1–3), highlighting opportunities to improve communication and increase public awareness of ongoing welfare and legislative reforms.

The findings suggest that Parliament has a valuable opportunity to further strengthen public confidence by demonstrating the tangible outcomes of welfare-oriented legislation and institutional reforms. Continued progress in social protection, education, healthcare, poverty alleviation, and inclusive development supported by transparent communication and effective parliamentary oversight can reinforce Parliament's role in advancing Pakistan's long-term vision of an Islamic Welfare State while strengthening trust in democratic institutions.



STRATEGIC SIGNAL: Parliament | The Reform Mandate is Clear

Across the two parliamentary dimensions tested in the survey, fiscal responsibility and welfare state advancement, public perception holds remarkably consistent. Approximately thirty-four to thirty-seven percent of respondents express neutral to positive confidence in Parliament's legislative performance, with roughly one in five reporting strong agreement across each dimension.

Read superficially, these numbers suggest a confidence gap. Read strategically, they reveal something more precise: a consistent baseline of public recognition that Parliament is moving in the right direction, combined

with a clear signal that the reform story has not yet reached the majority of citizens. The problem is not the agenda. It is the visibility of the agenda.

On fiscal responsibility, twenty percent of respondents already see Parliament taking meaningful steps toward austerity and revenue generation, a technically demanding story to communicate in any democracy. On advancing the vision of an Islamic Welfare State, twenty-one percent express strong agreement reflecting genuine public resonance with the welfare objective even where implementation confidence is still building.

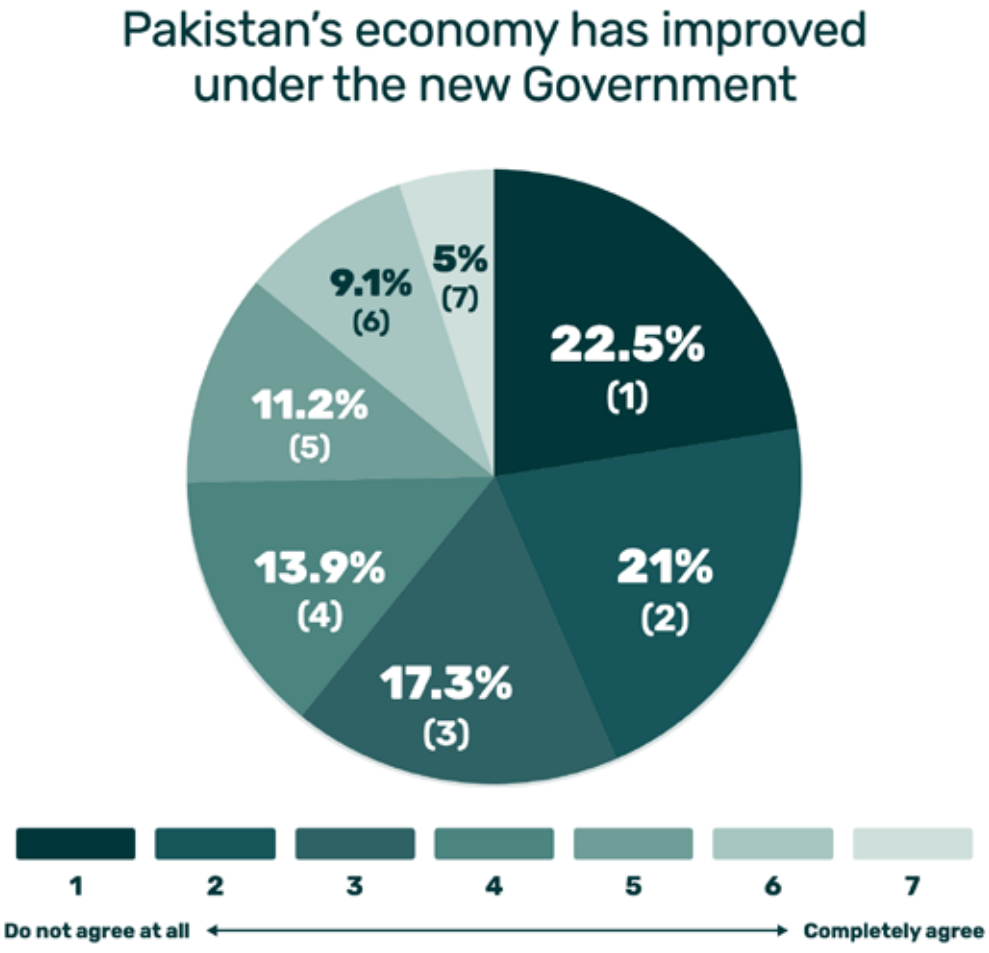
The strategic read is this: Parliament has enacted reforms across multiple dimensions simultaneously. The communication architecture has not kept pace with the legislative output. Respondents who are aware of specific reforms tend to evaluate them positively. The majority who express lower confidence are not rejecting the agenda they are indicating they have not yet seen enough evidence that reforms are producing tangible results in their lives. That is an addressable gap. Regular reporting on measurable fiscal outcomes, visible anti-corruption enforcement, and concrete welfare programme results would move these numbers not through messaging, but through demonstrated impact.

Parliament's mandate is not in question. Its momentum simply needs to become more legible.

Public Perception of Economic Improvement

The survey indicates that respondents recognize signs of economic progress under the new government while also highlighting opportunities to further strengthen public confidence as reforms continue to take effect. The largest single group of respondents (13.9%) selected the midpoint of the seven-point scale, reflecting a balanced and measured assessment of the country's recent economic direction. Overall, 39.2% of respondents expressed neutral to positive perceptions (scores 4–7), including 25.3% who reported strong agreement (scores 5–7) that Pakistan's economy has improved under the new government.

While 60.8% of respondents expressed lower levels of agreement (scores 1–3), the findings suggest an opportunity to further demonstrate the impact of ongoing economic reforms through sustained improvements in inflation control, employment generation, investment, exports, and public service delivery. As economic reforms mature and their benefits become more visible to households and businesses, public confidence has the potential to strengthen further.



Pakistan has undertaken significant macroeconomic stabilization measures in recent years, including fiscal consolidation, inflation management, revenue reforms, and efforts to improve the investment climate. Continued progress in these areas, coupled with transparent communication of economic outcomes, can reinforce public confidence in the country's economic trajectory.

Key Findings

- 39.2% of respondents expressed neutral to positive perceptions (scores 4–7) regarding improvements in Pakistan's economy under the new government.
- 25.3% reported strong agreement (scores 5–7), indicating confidence in the direction of recent economic reforms.
- 13.9% selected the neutral midpoint (4), reflecting a balanced assessment and openness to continued progress.
- 60.8% expressed lower levels of agreement (scores 1–3), suggesting opportunities to further demonstrate the tangible benefits of ongoing economic reforms.

The findings indicate that a substantial proportion of respondents acknowledge positive economic developments while remaining cautiously optimistic about future progress. Continued macroeconomic stability, increased investment, job creation, improved service delivery, and sustained structural reforms can further strengthen public confidence in Pakistan's economic outlook and reinforce trust in the government's reform agenda.

STRATEGIC SIGNAL: Economic Confidence Is Recovering | And the Trajectory Matters More Than the Starting Point

On economic improvement under the new government, thirty-nine percent of respondents express neutral to positive perceptions, the highest positive reading among all parliamentary and governance dimensions in this section of the survey. Twenty-five percent report strong agreement that Pakistan's economic direction has improved, with thirteen percent holding a balanced, open assessment. This is a meaningful signal. Economic confidence is typically the hardest trust category to shift because it is grounded in lived experience; inflation felt at the market, employment stability, household purchasing power. The fact that one in four respondents already acknowledges improvement against this experiential baseline suggests that macroeconomic stabilization measures fiscal consolidation, inflation management, exchange rate correction, revenue reforms are registering with a significant segment of the population.

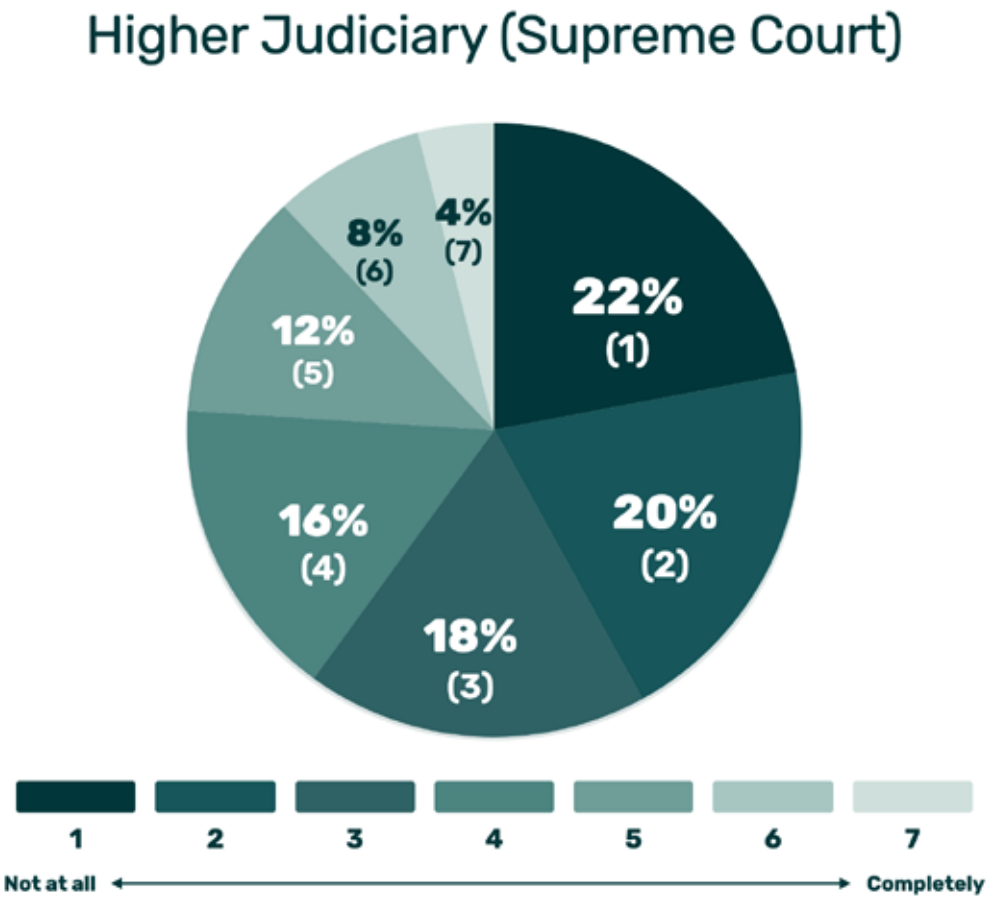
The sixty-one percent expressing lower agreement are not uniformly pessimistic. A substantial portion are in a wait-and-see position: they have absorbed the signals of reform but have not yet experienced the benefits directly. This is precisely the dynamic that economic reform trajectories typically produce. Early stabilization gains tend to be visible in headline indicators before they translate into household-level confidence. The strategic window here is not to reframe the narrative it is to ensure that as gains compound, the connection between policy decisions and lived improvements is made explicit and communicated consistently.

Economic trust, once established through sustained performance, is among the most durable forms of public confidence. Pakistan is in the early stages of that compounding cycle. The data suggests the foundation is being laid.

Public Trust in the Higher Judiciary

The survey indicates that the Higher Judiciary, particularly the Supreme Court of Pakistan, continues to command an important level of public confidence, while also presenting opportunities to further strengthen trust through judicial reforms, timely justice, and greater transparency. The largest proportion of respondents (16%) selected the midpoint of the seven-point scale, reflecting a balanced and measured assessment of the institution. Overall, 40% of respondents expressed neutral to positive levels of trust (scores 4–7), while 24% reported high levels of trust (scores 5–7), demonstrating that a significant segment of the public maintains confidence in the country's highest judicial institution.

While 60% of respondents expressed lower levels of trust (scores 1–3), these findings highlight an opportunity to further enhance public confidence through continued improvements in judicial efficiency, case disposal, access to justice, transparency, and consistency in the application of the law. Trust in judicial institutions is often influenced by citizens' experiences with the legal system, the speed of judicial proceedings, and perceptions of independence and impartiality. The judiciary plays a central role in protecting constitutional rights, safeguarding the rule of law, and ensuring accountability across public institutions. Continued judicial modernization, digitization of court services, alternative dispute resolution mechanisms, and improved public access to legal information can further reinforce confidence in the institution.



Key Findings

- 40% of respondents expressed neutral to positive trust (scores 4–7) in the Higher Judiciary.
- 24% reported high levels of trust (scores 5–7), reflecting confidence in the Supreme Court's role in upholding justice and constitutional governance.
- 16% selected the neutral midpoint (4), indicating a balanced assessment and openness to continued improvements.
- 60% expressed lower levels of trust (scores 1–3), highlighting opportunities to further strengthen judicial effectiveness and public engagement.

The findings suggest that the Higher Judiciary possesses a solid institutional foundation upon which public trust can continue to grow. Continued reforms aimed at improving judicial efficiency, reducing case backlogs,

enhancing transparency, expanding digital justice initiatives, and ensuring timely access to justice can significantly strengthen confidence in the Supreme Court. As these reforms deliver tangible improvements in judicial performance and the protection of constitutional rights, public trust in the judiciary is expected to increase further, reinforcing its role as a cornerstone of Pakistan's democratic governance and rule of law.

STRATEGIC SIGNAL: The Judiciary Has a Loyal Constituency | and a Path to Expand It

Forty percent of respondents express neutral to positive trust in the Higher Judiciary, with twenty-four percent reporting high confidence in the Supreme Court. Sixteen percent the largest single response category land at the midpoint: neither distrustful nor fully confident, which in judicial terms is often the posture of citizens who have not personally engaged with the courts but remain open to the institution.

The judiciary occupies a distinctive position in Pakistan's governance architecture. It is the ultimate arbiter of constitutional rights, the check on executive overreach, and the institution citizens turn to when all other accountability mechanisms have failed. Public trust in courts is consequently among the most consequential forms of institutional confidence its presence strengthens the entire rule-of-law ecosystem, and its absence weakens it systemically.

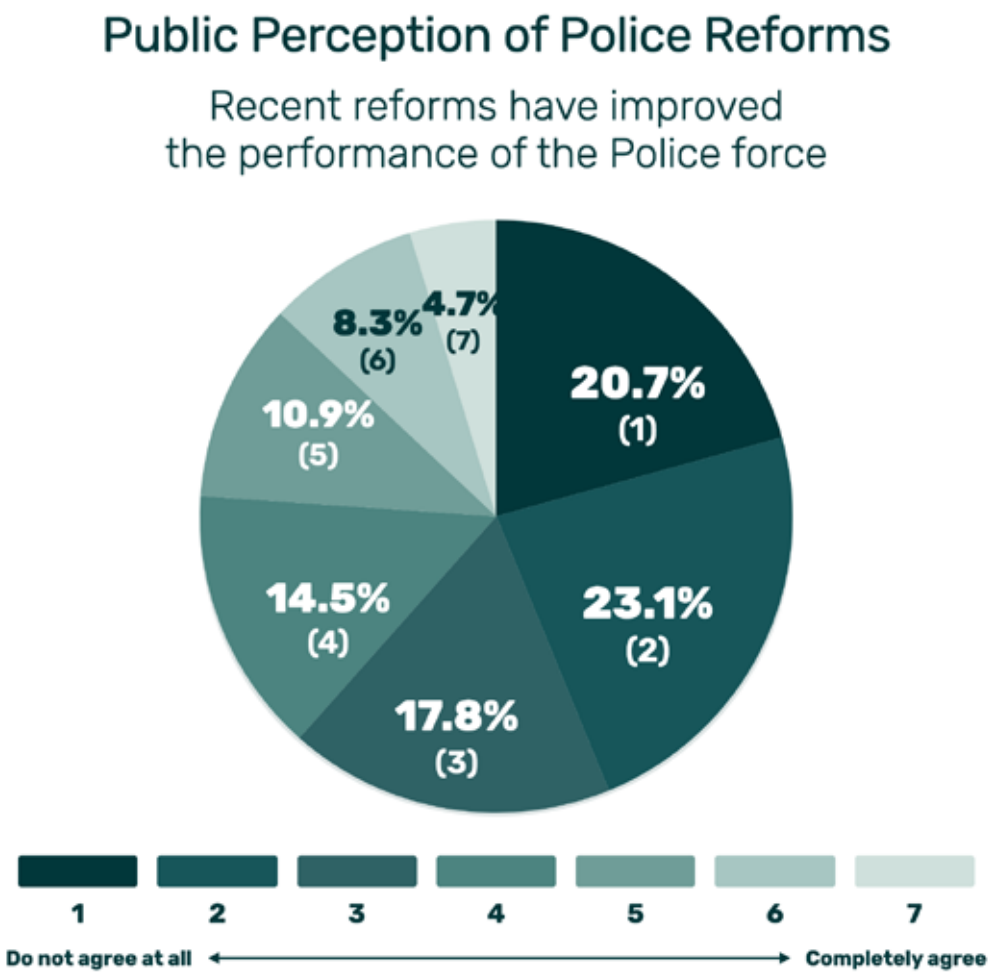
The twenty-four percent reporting strong trust represent a loyal institutional constituency: citizens who have either experienced fair judicial outcomes or who hold principled confidence in the court's constitutional role. This is a stronger foundation than the raw percentage suggests, because judicial trust is disproportionately influenced by landmark decisions, high-profile cases, and consistent application of the law to powerful actors. A judiciary that visibly holds institutions accountable regardless of political alignment, converts cautious observers into active supporters faster than any communication initiative.

Digitization of court services, reduction of case backlogs, and accessible legal information are the operational reforms most likely to shift the sixty percent currently expressing lower confidence. The path to a trusted judiciary in Pakistan runs through efficiency as much as independence.

Public Perception of Police Reforms

The survey indicates that respondents recognize ongoing efforts to improve the performance of Pakistan's police force while highlighting opportunities to further strengthen public confidence through sustained reforms and improved service delivery. The largest proportion of respondents (14.5%) selected the midpoint of the seven-point scale, reflecting a balanced and measured assessment of recent police reforms. Overall, 38.4% of respondents expressed neutral to positive perceptions (scores 4–7), including 23.9% who reported strong agreement (scores 5–7) that recent reforms have contributed to improving police performance.

While 61.6% of respondents expressed lower levels of agreement (scores 1–3), the findings point toward an opportunity to further demonstrate the impact of police modernization initiatives through visible improvements in professionalism, responsiveness, public safety, and community policing. Continued investment in training, technology, digital policing, accountability mechanisms, and citizen engagement can help reinforce confidence in law enforcement institutions. Police reforms remain a long-term process, and public perceptions typically evolve as citizens experience measurable improvements in service quality, crime prevention, transparency, and access to justice. As reforms continue to be implemented, increased communication of reform outcomes and performance indicators can further strengthen public trust.



Key Findings

- 38.4% of respondents expressed neutral to positive perceptions (scores 4–7) regarding improvements in police performance.
- 23.9% reported strong agreement (scores 5–7), indicating recognition of the positive impact of recent reforms.
- 14.5% selected the neutral midpoint (4), suggesting a balanced assessment and openness to continued progress.
- 61.6% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further demonstrate the benefits of ongoing reforms.

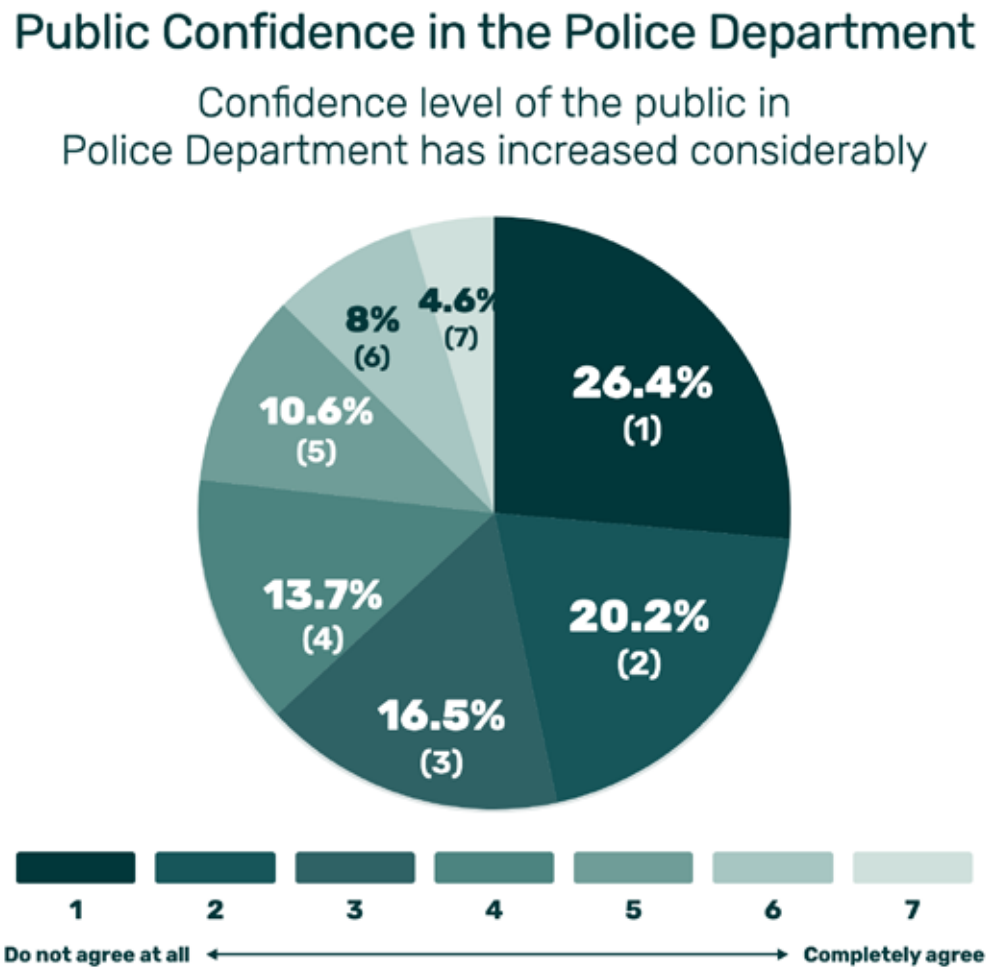
The findings suggest that respondents acknowledge the direction of recent police reforms while expecting continued improvements in effectiveness, accountability, and public service. Sustained investment in institutional modernization, merit-based policing, digital technologies, transparent complaint mechanisms, and community engagement can further enhance public confidence. As these reforms mature and produce tangible outcomes, public trust in the police is likely to strengthen, contributing to improved rule of law, safer communities, and greater confidence in Pakistan's justice system.

Public Confidence in the Police Department

The survey provides valuable insights into public perceptions of confidence in Pakistan's Police Department and suggests that respondents recognize ongoing improvements while also identifying opportunities to further strengthen trust through sustained institutional reforms. The largest single group of respondents (13.7%) selected the midpoint of the seven-point scale, indicating a balanced and measured assessment of the police's performance and the direction of recent reforms. Overall, 36.9% of respondents expressed neutral to positive perceptions (scores 4–7), while 23.2% reported strong agreement (scores 5–7) that public confidence in the Police Department has increased considerably.

Although 63.1% of respondents expressed lower levels of agreement (scores 1–3), these findings should

be viewed as an opportunity for continued institutional strengthening rather than simply a reflection of dissatisfaction. Public confidence in policing typically develops gradually and is closely linked to citizens' day-to-day experiences with law enforcement, responsiveness to complaints, crime prevention, transparency, and fairness in the application of the law. As reforms continue to mature, improvements in these areas are likely to translate into stronger public confidence. Pakistan has undertaken a number of initiatives aimed at modernizing policing, including greater use of digital technologies, police facilitation centres, online reporting systems, forensic capabilities, community policing initiatives, and enhanced professional training. Continued investment in these reforms, coupled with transparent performance reporting and stronger accountability mechanisms, can help reinforce the credibility of the Police Department and strengthen public trust.



Key Findings

- 36.9% of respondents expressed neutral to positive perceptions (scores 4–7) that public confidence in the Police Department has increased.
- 23.2% reported strong agreement (scores 5–7), recognizing improvements in the police's public image and performance.
- 13.7% selected the neutral midpoint (4), indicating a balanced assessment and openness to future improvements.
- 63.1% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen public confidence through sustained reforms and improved service delivery.

The findings suggest that the Police Department has established a foundation upon which public confidence can continue to grow. Respondents acknowledge ongoing progress while expecting further improvements in professionalism, accountability, responsiveness, and community engagement. As modernization efforts continue and reforms deliver measurable improvements in public safety, service quality, transparency, and fairness, confidence in the Police Department is likely to strengthen further. Enhancing citizen engagement, improving complaint resolution, and consistently demonstrating impartial law enforcement will be key to building long-term trust and reinforcing the police's role as a trusted public institution within Pakistan's governance framework.

STRATEGIC SIGNAL: Police Reform Is Being Noticed | The Task Now Is Making It Felt

The police data presents two distinct but related readings, and together they tell a more optimistic story than the headline numbers suggest.

On recent reforms specifically, thirty-eight percent acknowledge positive change, with twenty-four percent expressing strong agreement that performance has improved. On the question of whether overall public confidence has increased, thirty-seven percent agree including twenty-three percent at high agreement levels.

The pattern here is significant. More respondents acknowledge reform progress. Pakistan's police modernization programme digital complaint systems, police facilitation centres, forensic investment, community policing initiatives is producing visible signals that this trajectory is genuine. The strategic priority is not to accelerate the pace of announcement but to ensure that frontline service interactions, the quality of a complaint response, the professionalism of an encounter, the resolution of a reported crime begin to match the modernization narrative that is already registering in survey responses.

Police trust, globally, follows a consistent pattern: it rises when citizens experience policing as fair, fast, and accessible. The infrastructure for that experience is being built. The confidence will follow.

Public Perception of the Armed Forces as Guardians of Pakistan's Frontiers

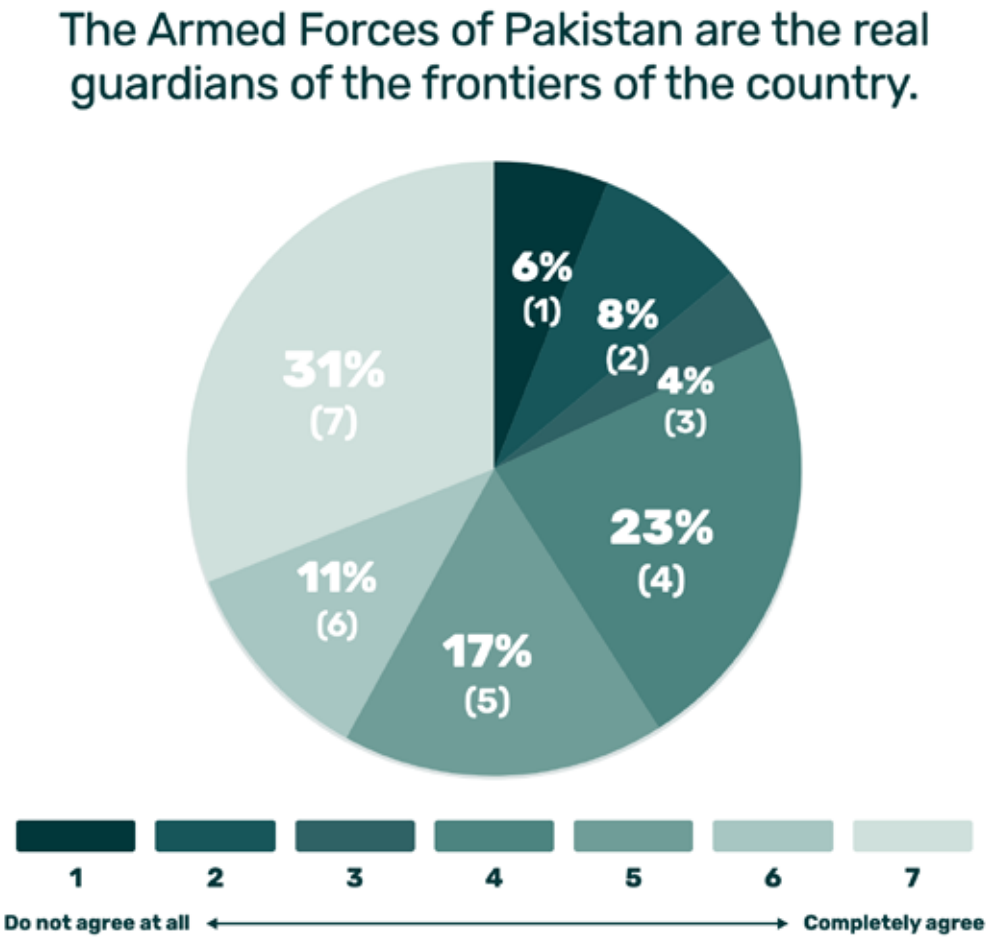
The survey demonstrates strong public confidence in the Armed Forces of Pakistan as the guardians of the country's territorial integrity and national sovereignty. A clear majority of respondents (82%) expressed neutral to positive perceptions (scores 4–7), indicating broad recognition of the Armed Forces' role in safeguarding Pakistan's borders and contributing to national security. Most notably, 59% of respondents reported strong agreement (scores 5–7), while 31% selected the highest possible rating (7), making it the single largest response category in the survey.

Only 18% of respondents expressed lower levels of agreement (scores 1–3), suggesting that confidence in the Armed Forces remains consistently high across the respondent base. The findings reflect a strong perception of the Armed Forces as a key national institution responsible for protecting Pakistan's sovereignty, territorial integrity, and strategic interests. The high level of public confidence also reflects the importance citizens attach to national security institutions during periods of regional uncertainty and evolving security challenges. Continued professionalism, operational effectiveness, disaster response capabilities, and support for national resilience can further strengthen this public confidence.

Key Findings

- 82% of respondents expressed neutral to positive perceptions (scores 4–7) regarding the Armed Forces' role as guardians of Pakistan's frontiers.
- 59% reported strong agreement (scores 5–7), indicating a high degree of public confidence.
- 31% selected the highest level of agreement (7), making it the largest single response category.
- Only 18% expressed lower levels of agreement (scores 1–3), reflecting relatively limited disagreement.

The findings indicate that the Armed Forces remain one of the country's most trusted public institutions in the context of national defence and border security. The strong levels of public confidence suggest broad recognition of their role in protecting Pakistan's sovereignty and maintaining territorial integrity. Sustaining



this confidence will depend on continued professionalism, operational readiness, effective civil-military coordination, humanitarian assistance during national emergencies, and transparent engagement with the public. The survey highlights that national security remains an area where institutional trust is comparatively strong, providing a valuable foundation for strengthening overall public confidence in state institutions.

Public Perception of the Armed Forces' Success in Countering Terrorism

The survey demonstrates strong public recognition of the Armed Forces' role in combating terrorism and strengthening Pakistan's national security. A clear majority of respondents (74%) expressed neutral to positive perceptions (scores 4–7) regarding the statement that the Armed Forces have successfully curbed terrorist activities through various operations. Most notably, 55% reported strong agreement (scores 5–7), with 28% selecting a score of 5, 18% selecting 6, and 9% expressing complete agreement (7). These findings indicate broad public appreciation of the Armed Forces' contribution to restoring security and maintaining peace.

Only 26% of respondents expressed lower levels of agreement (scores 1–3), suggesting that confidence in the Armed Forces' counterterrorism efforts remains significantly stronger than disagreement. The 19% of respondents selecting the neutral midpoint (4) further reflects a balanced assessment and openness to continued progress.

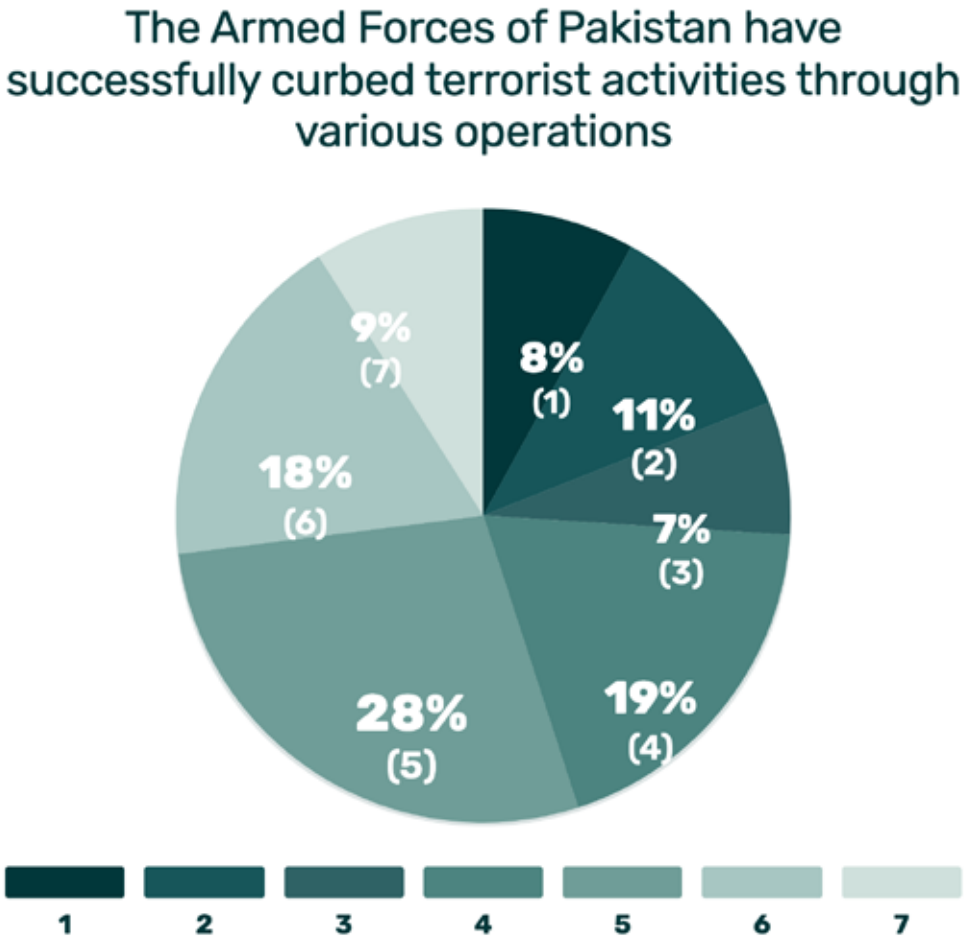
The findings are consistent with the perception that sustained military operations, enhanced intelligence coordination, border security measures, and counterterrorism initiatives have contributed to improving Pakistan's overall security environment. Continued investment in intelligence-led operations, inter-agency coordination, technological modernization, and community engagement can further strengthen public confidence while supporting long-term national stability.

Key Findings

- 74% of respondents expressed neutral to positive perceptions (scores 4–7) regarding the Armed Forces' success in curbing terrorist activities.
- 55% reported strong agreement (scores 5–7), indicating broad public confidence in counterterrorism operations.

- 28% selected score 5, making it the largest single response category.
- 19% selected the neutral midpoint (4), reflecting a balanced assessment.

The findings suggest that the Armed Forces continue to enjoy substantial public confidence for their role in combating terrorism and safeguarding national security. A majority of respondents recognize the positive impact of military operations in improving Pakistan's security environment. Sustaining this confidence will depend on continued operational effectiveness, intelligence-driven counterterrorism strategies, enhanced border management, and close coordination with civilian institutions to ensure long-term peace, stability, and public safety.



STRATEGIC SIGNAL: The Armed Forces | Pakistan's Strongest Institutional Trust Asset

The Armed Forces data stands apart from every other institution in this report. On the specific dimension of border security and territorial guardianship, the numbers rise. Eighty-two percent express neutral to positive confidence, with fifty-nine percent at high agreement and thirty-one percent the single largest response category in the entire survey selecting the maximum rating. This is not a modest endorsement. It is a commanding statement of national confidence in the institution's core mandate.

On counterterrorism, seventy-four percent express neutral to positive recognition of the Armed Forces' operational success, with fifty-five percent in high agreement. Twenty-eight percent selected a score of five, the strongest single response in this dimension, reflecting a population that is confident but measured in its assessment, acknowledging progress while remaining alert to ongoing challenges.

The strategic signal here operates at two levels. First, the Armed Forces represent Pakistan's most significant reservoir of institutional trust, a resource with implications well beyond defence. In governance systems where institutional credibility is fragmented, the presence of one broadly trusted institution provides a stabilizing anchor for public confidence more generally. Second, the gap between the Armed Forces' trust levels and those of civilian institutions is itself a strategic finding. It indicates that Pakistanis are capable of high institutional trust when they perceive an institution to be professional, effective, and mission-driven. That capability is not absent from Pakistani civic culture it is simply waiting to be earned by the institutions that have not yet demonstrated it

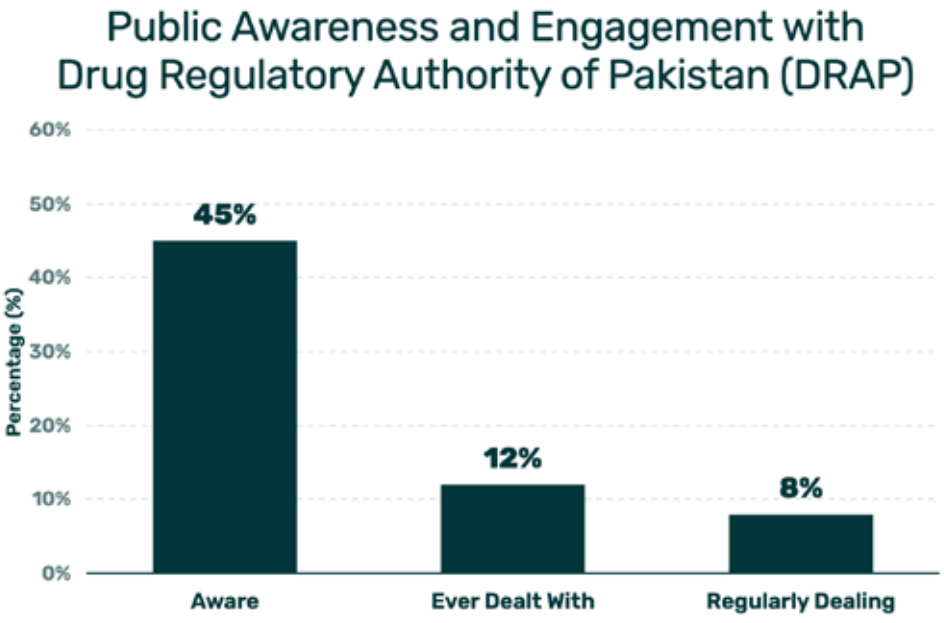
The Armed Forces' standing is not a ceiling for Pakistan's institutional trust landscape. It is a proof of concept.

REGULATORY BODIES: PERFORMANCE STATEMENT

Awareness and Engagement with the Drug Regulatory Authority of Pakistan (DRAP)

The survey indicates that the Drug Regulatory Authority of Pakistan (DRAP) has established a meaningful level of public visibility, providing a solid foundation for expanding stakeholder engagement and strengthening regulatory outreach. Nearly 45% of respondents reported being aware of DRAP, demonstrating that the institution has achieved considerable public recognition for its role in regulating pharmaceuticals, ensuring medicine quality, and safeguarding public health

Among respondents, 12% indicated that they had previously dealt with DRAP, while 8% reported regular interaction with the Authority. Given that DRAP primarily regulates manufacturers, importers, healthcare providers, pharmacies, and the pharmaceutical industry rather than the general public, these levels of direct engagement are consistent with its specialized regulatory mandate. The findings suggest that DRAP has successfully established itself as a recognized regulatory institution, while also presenting opportunities to further enhance public awareness of its services, complaint mechanisms, licensing processes,



pharmacovigilance initiatives, and digital regulatory platforms. Increased stakeholder communication, greater transparency, and wider dissemination of regulatory information can further strengthen public confidence and encourage greater interaction with the Authority.

Key Findings

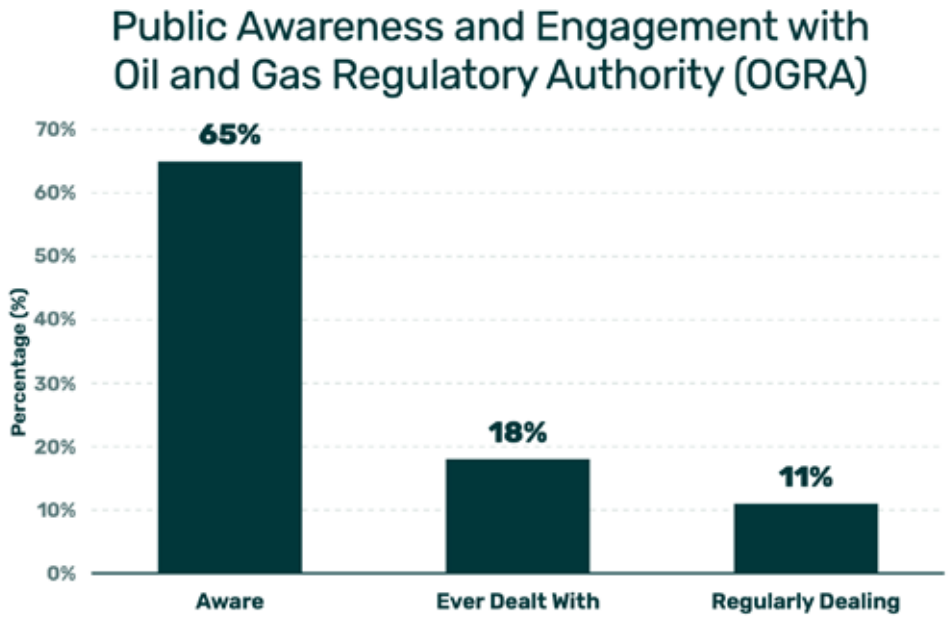
- 45% of respondents were aware of DRAP, reflecting moderate public recognition of the Authority.
- 12% had previously dealt with DRAP, indicating direct engagement among relevant stakeholders.
- 8% reported regular interaction with the Authority, consistent with its specialized regulatory responsibilities.
- The gap between awareness and regular engagement highlights opportunities to expand public outreach and improve access to regulatory information.

The findings demonstrate that DRAP has established a credible presence within Pakistan's regulatory landscape. Its comparatively higher awareness than direct interaction reflects the specialized nature of pharmaceutical regulation, where routine engagement is limited to specific sectors. Continued investment in digital services, public awareness campaigns, stakeholder consultations, transparent regulatory processes, and consumer education can further strengthen confidence in DRAP and enhance its effectiveness as Pakistan's principal regulator for medicines, medical devices, and public health standards

Awareness and Engagement with the Oil and Gas Regulatory Authority (OGRA)

The survey indicates that the Oil and Gas Regulatory Authority (OGRA) enjoys a strong level of public recognition, reflecting its prominent role in regulating Pakistan's energy sector. Sixty-five percent (65%) of respondents reported being aware of OGRA, demonstrating that the Authority has established a substantial public presence and visibility in matters relating to petroleum products, natural gas regulation, pricing, licensing, and consumer protection.

Among respondents, 18% indicated that they had previously dealt with OGRA, while 11% reported regular interaction with the Authority. These figures are consistent with OGRA's specialized mandate, as direct engagement is generally limited to consumers with regulatory concerns, energy companies, distributors, and businesses operating within the petroleum and natural gas sectors



The findings suggest that OGRA has successfully positioned itself as one of Pakistan's more widely recognized regulatory institutions. At the same time, there remains an opportunity to further strengthen stakeholder engagement by expanding public awareness of its regulatory functions, consumer complaint mechanisms, digital services, licensing procedures, and initiatives to ensure transparency and fair market practices.

Key Findings

- 65% of respondents were aware of OGRA, indicating strong public recognition.
- 18% had previously dealt with the Authority, reflecting meaningful stakeholder engagement.
- 11% reported regular interaction with OGRA, consistent with its sector-specific regulatory responsibilities.
- The difference between awareness and direct interaction reflects the specialized nature of energy regulation rather than limited institutional visibility.

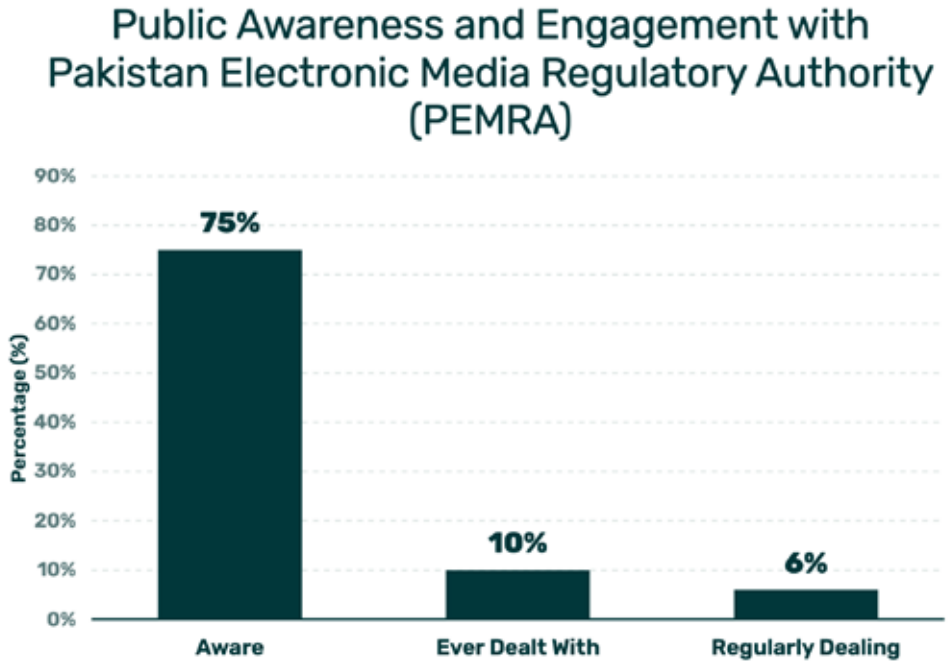
The findings demonstrate that OGRA has established a strong institutional profile within Pakistan's regulatory framework. High public awareness reflects the Authority's importance in a sector that directly affects households and businesses across the country. Continued improvements in digital governance, consumer outreach, regulatory transparency, public communication, and stakeholder consultation can further strengthen confidence in OGRA. By enhancing accessibility and public understanding of its regulatory processes, OGRA can continue to reinforce its role as a trusted regulator that promotes energy security, market efficiency, consumer protection, and sustainable development in Pakistan's petroleum and natural gas sectors.

Awareness and Engagement with the Pakistan Electronic Media Regulatory Authority (PEMRA)

The survey indicates that the Pakistan Electronic Media Regulatory Authority (PEMRA) enjoys high public recognition, reflecting its central role in regulating Pakistan's electronic media landscape. Seventy-five percent (75%) of respondents reported being aware of PEMRA, making it one of the country's most widely recognized regulatory institutions. This high level of awareness reflects the Authority's visibility in matters relating to television broadcasting, FM radio, media licensing, content regulation, and consumer complaints.

Among respondents, 10% indicated that they had previously dealt with PEMRA, while 6% reported regular interaction with the Authority. These levels of engagement are consistent with PEMRA's regulatory mandate, as direct interaction is generally limited to broadcasters, media organizations, journalists, advertisers, and individuals submitting formal complaints regarding electronic media content.

The findings suggest that PEMRA has successfully established itself as a highly visible regulator, while also presenting opportunities to further strengthen stakeholder engagement through greater public awareness of its complaint resolution mechanisms, digital services, licensing procedures, media literacy initiatives, and regulatory decisions. Expanding public outreach and improving accessibility to regulatory information can further enhance public confidence and encourage broader participation in the regulatory process.



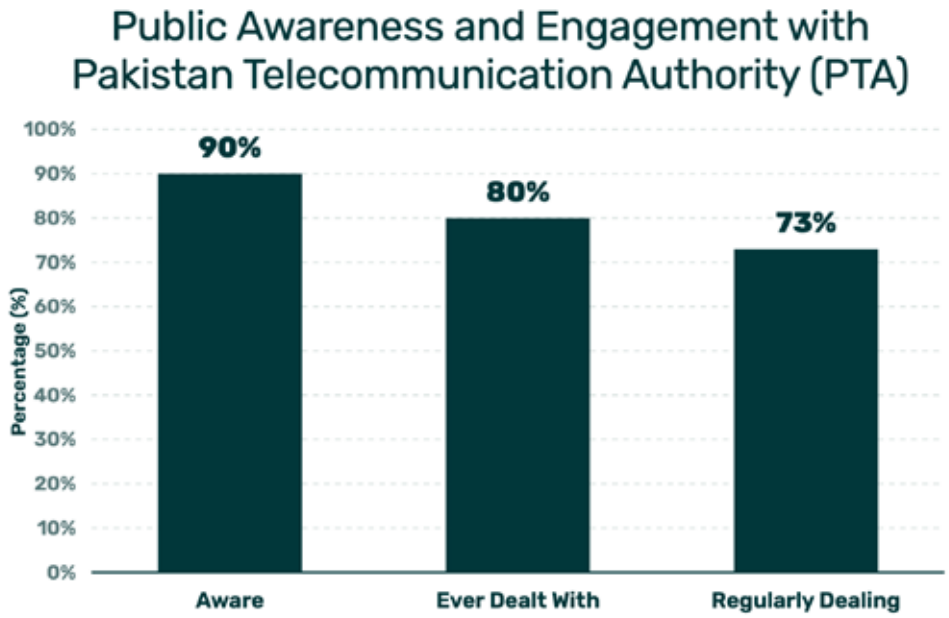
Key Findings

- 75% of respondents were aware of PEMRA, indicating very high public recognition.
- 10% had previously dealt with the Authority, reflecting meaningful stakeholder engagement.
- 6% reported regular interaction with PEMRA, consistent with its specialized role in regulating the electronic media sector.
- The gap between awareness and direct engagement reflects the specialized nature of media regulation rather than limited institutional effectiveness.

The findings demonstrate that PEMRA has established a strong institutional presence within Pakistan's regulatory framework. Its high level of public awareness reflects the importance of electronic media in everyday life and the Authority's role in maintaining broadcasting standards and regulatory oversight. Continued investment in digital services, stakeholder consultations, transparent decision-making, public communication, and media literacy programmes can further strengthen public confidence. By enhancing accessibility and public understanding of its regulatory functions, PEMRA can continue to reinforce its role in promoting responsible broadcasting, consumer protection, media development, and a transparent electronic media environment in Pakistan.

Awareness and Engagement with the Pakistan Telecommunication Authority (PTA)

The survey demonstrates that the Pakistan Telecommunication Authority (PTA) is one of the most recognized and actively engaged regulatory institutions in Pakistan. An overwhelming 90% of respondents reported being aware of PTA, reflecting its extensive public visibility and its central role in regulating Pakistan's rapidly expanding telecommunications and digital ecosystem. This exceptionally high awareness is consistent with PTA's direct interaction with millions of citizens through mobile telecommunications, broadband services, internet regulation, consumer protection, and digital connectivity initiatives.



The survey also shows very high levels of stakeholder engagement, with 80% of respondents indicating that they have previously dealt with PTA, while 73% reported regular interaction with the Authority. These figures are significantly higher than those recorded for most other regulatory bodies and demonstrate PTA's broad reach across households, businesses, telecom operators, and digital service users throughout the country. The findings reflect Pakistan's growing digital economy and the increasing importance of telecommunications in everyday life. As mobile connectivity, internet penetration, digital payments, e-commerce, and e-governance continue to expand, PTA has become one of the most frequently encountered public institutions for citizens and businesses alike.

Key Findings

- 90% of respondents were aware of PTA, making it one of Pakistan's most recognized regulatory authorities.

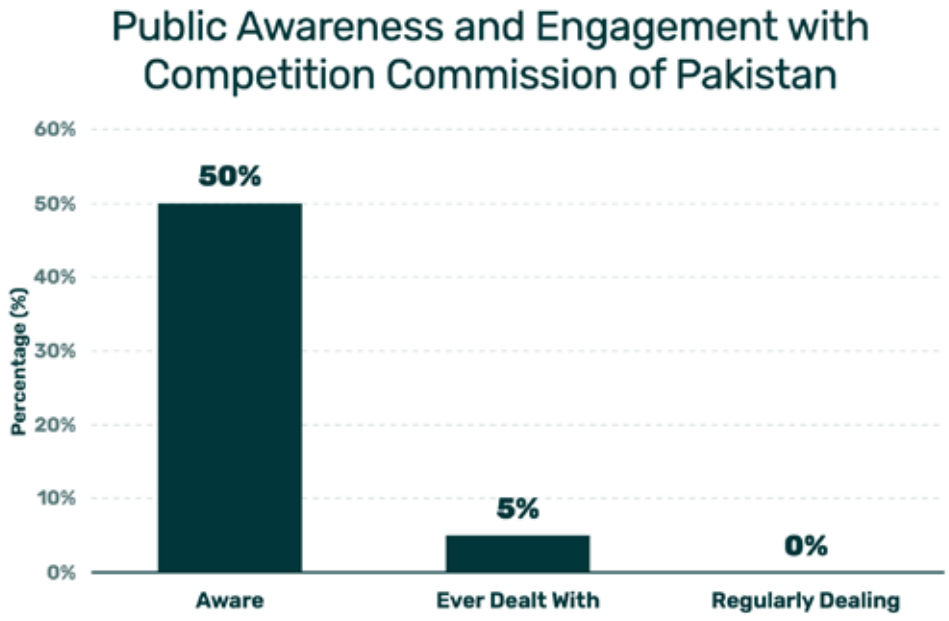
- 80% had previously interacted with PTA, demonstrating exceptionally high stakeholder engagement.
- 73% reported regular dealings with the Authority, reflecting its central role in the country's digital and telecommunications sectors.
- PTA recorded one of the highest levels of awareness, public interaction, and regular engagement among all regulatory institutions included in the survey.

The findings indicate that PTA occupies a strategically important position within Pakistan's governance framework, serving as the primary interface between citizens, businesses, and the country's digital infrastructure. The Authority's exceptionally high levels of awareness and engagement reflect both the widespread adoption of digital technologies and the critical importance of telecommunications to Pakistan's economic and social development. Continued investment in digital governance, consumer protection, cybersecurity, spectrum management, service quality, and transparent regulatory practices can further strengthen public confidence. As Pakistan accelerates its digital transformation agenda, PTA is well positioned to play an increasingly important role in supporting digital inclusion, innovation, economic growth, and the development of a competitive digital economy.

Awareness and Engagement with the Competition Commission of Pakistan (CCP)

The survey indicates that the Competition Commission of Pakistan (CCP) has established a solid level of public recognition, providing a strong platform for expanding stakeholder engagement and strengthening awareness of competition law and market regulation. Half of all respondents (50%) reported being aware of the CCP, demonstrating that the Commission has achieved meaningful visibility despite operating within a highly specialized area of economic regulation.

Among respondents, 5% indicated that they had previously dealt with the Commission, while no respondents reported regular interaction. This pattern is consistent with the CCP's institutional mandate. Unlike regulators that provide routine public services, the Commission primarily interacts with businesses, industry associations, legal professionals, and organizations involved in competition matters, mergers, acquisitions, cartel investigations, and abuse of market dominance. Consequently, direct public engagement is naturally limited. The findings suggest that while the CCP enjoys moderate public recognition, there is considerable scope to broaden awareness of its role in promoting fair competition, protecting consumers from anti-competitive practices, and creating a level playing field for businesses. Enhanced outreach, public education, business engagement, and greater visibility of enforcement actions can further strengthen confidence in the Commission's contribution to Pakistan's economic governance.



Key Findings

- 50% of respondents were aware of the Competition Commission of Pakistan, reflecting moderate public recognition.

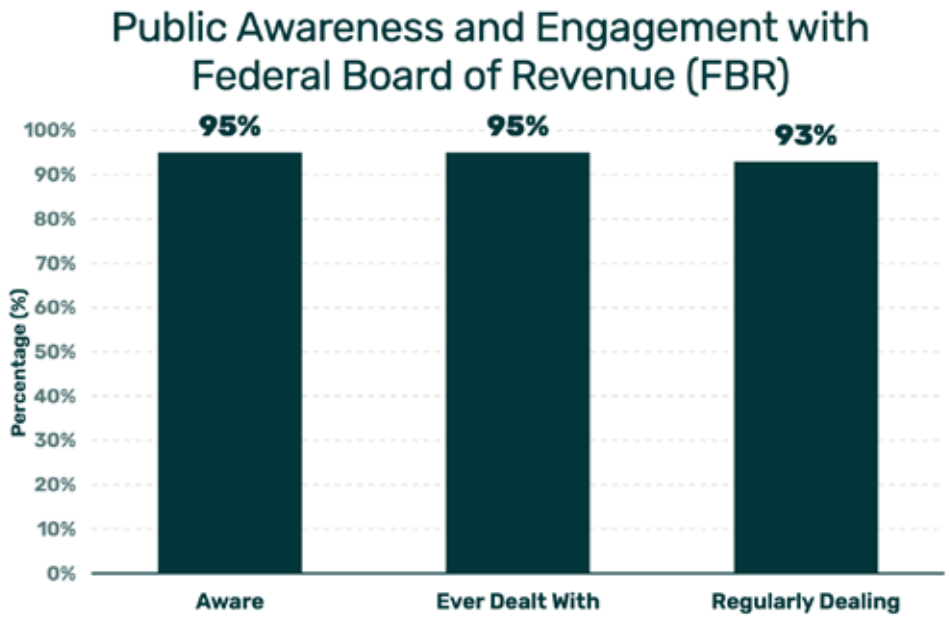
- 5% had previously interacted with the Commission, consistent with its specialized regulatory role.
- 0% reported regular interaction, reflecting that the Commission primarily engages with specific sectors rather than the general public.
- The findings highlight opportunities to increase awareness of the Commission's role in promoting competitive markets and consumer welfare.

The results demonstrate that the CCP has established a credible institutional presence within Pakistan's regulatory framework despite its highly specialized mandate. The relatively limited direct interaction should not be interpreted as low institutional performance but rather as evidence of the Commission's targeted regulatory function. As Pakistan continues to encourage private investment, improve the ease of doing business, and strengthen market competitiveness, the CCP's role will become increasingly important. Continued efforts to enhance transparency, strengthen stakeholder engagement, increase public awareness of competition law, and communicate the impact of enforcement decisions can further reinforce the Commission's role in promoting fair markets, innovation, investment, and sustainable economic growth.

Awareness and Engagement with the Federal Board of Revenue (FBR)

The survey demonstrates that the Federal Board of Revenue (FBR) is the most widely recognized and actively engaged regulatory institution in Pakistan, reflecting its central role in the country's taxation and fiscal administration. An overwhelming 95% of respondents reported being aware of the FBR, highlighting its near-universal public recognition and its importance to individuals, businesses, and the broader economy.

The survey also records exceptionally high levels of stakeholder interaction. Ninety-five percent (95%) of respondents indicated that they had previously dealt with the FBR, while 93% reported regular interaction with the institution. These figures are the highest among all regulatory bodies included in the survey and underscore the FBR's extensive reach across taxpayers, businesses, employers, importers, exporters, and other economic actors. The findings reflect the mandatory nature of tax administration as well as the increasing digitization of Pakistan's tax ecosystem. Recent initiatives, including online tax filing, digital registration, electronic invoicing, taxpayer facilitation, and automated compliance systems, have expanded the frequency and accessibility of interactions between citizens and the tax authority



Key Findings

- 95% of respondents were aware of the Federal Board of Revenue, representing one of the highest awareness levels among all regulatory institutions.
- 95% had previously interacted with the FBR, demonstrating almost universal stakeholder engagement.
- 93% reported regular dealings with the Authority, the highest level of sustained interaction recorded in the survey.

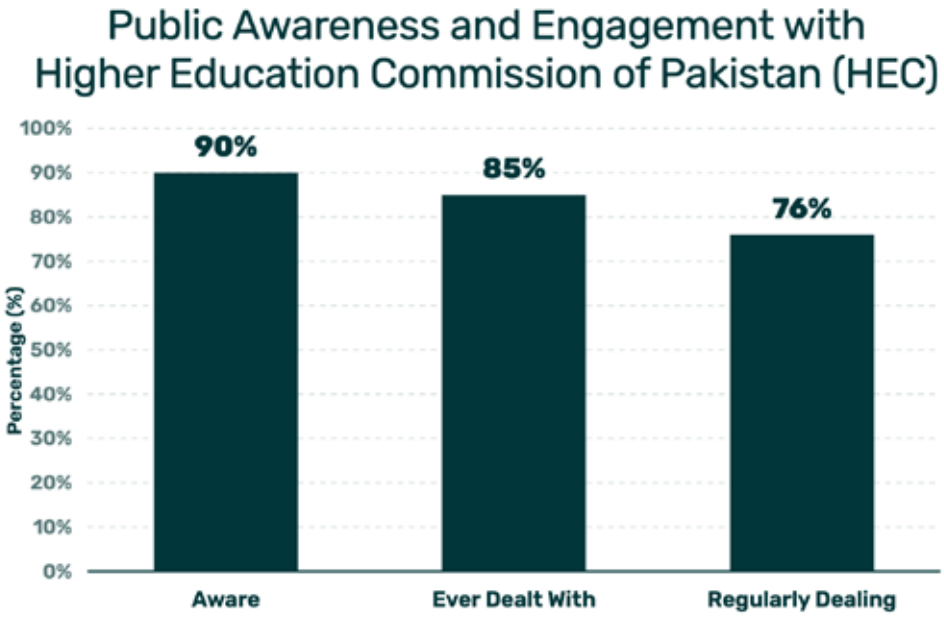
- FBR ranks among the most visible and accessible public institutions, reflecting its central role in Pakistan's fiscal and economic governance.

The findings indicate that the Federal Board of Revenue occupies a critical position within Pakistan's governance and economic framework. Its exceptionally high levels of awareness and engagement reflect both the breadth of its statutory responsibilities and the increasing digitalization of tax administration. Continued investment in taxpayer facilitation, digital services, transparency, simplified compliance procedures, and responsive customer support can further strengthen public confidence. As Pakistan continues to broaden its tax base and modernize public financial management, the FBR is well positioned to play an increasingly important role in promoting voluntary compliance, improving revenue mobilization, supporting economic growth, and strengthening fiscal sustainability.

Awareness and Engagement with the Higher Education Commission (HEC)

The survey demonstrates that the Higher Education Commission (HEC) is one of Pakistan's most widely recognized and actively engaged regulatory institutions, reflecting its pivotal role in the country's higher education system. An impressive 90% of respondents reported being aware of HEC, underscoring its strong public visibility and its importance in regulating universities, promoting academic quality, accrediting degree programmes, supporting research, and advancing higher education across Pakistan.

The survey also reveals exceptionally high levels of stakeholder engagement. Eighty-five percent (85%) of respondents indicated that they had previously dealt with HEC, while 76% reported regular interaction with the Commission. These figures reflect HEC's extensive engagement with students, universities, faculty members, researchers, educational institutions, scholarship recipients, and employers, making it one of the most frequently accessed public institutions in the education sector. The findings highlight HEC's central role in Pakistan's knowledge economy and human capital development. As higher education continues to expand, HEC has become a critical institution supporting academic excellence, quality assurance, digital learning, research funding, innovation, and international collaboration.



Key Finding

- 90% of respondents were aware of HEC, making it one of the country's most recognized regulatory institutions.
- 85% had previously interacted with HEC, demonstrating exceptionally high stakeholder engagement.
- 76% reported regular dealings with the Commission, reflecting its broad and continuous engagement with Pakistan's higher education community.
- HEC ranks among the most visible and frequently accessed public institutions included in the survey

The findings indicate that the Higher Education Commission occupies a strategic position in Pakistan's

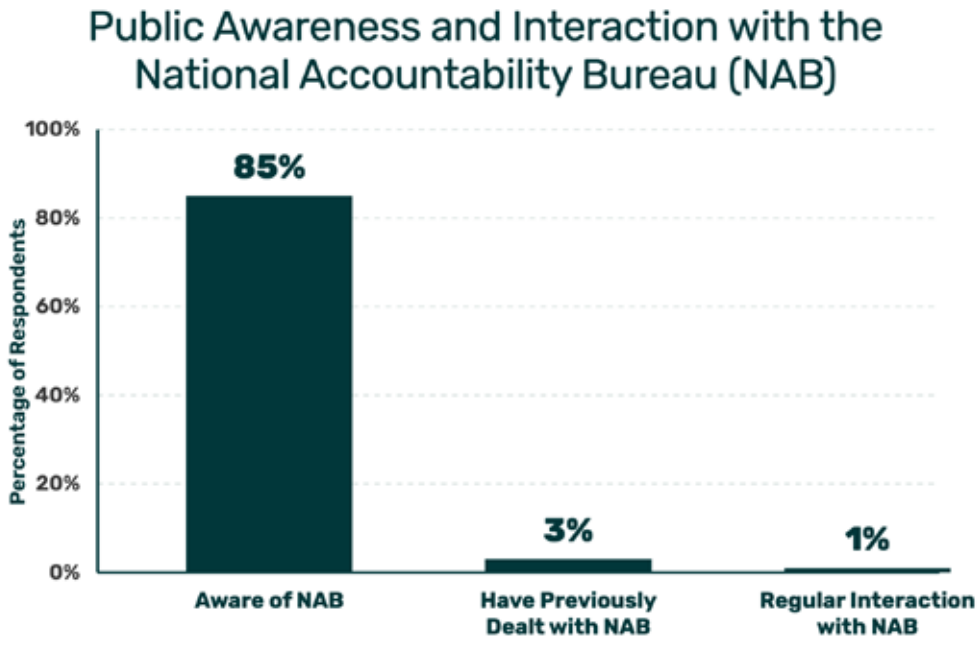
governance and development architecture. Its exceptionally high levels of awareness and interaction reflect the growing importance of higher education in national development, innovation, workforce competitiveness, and economic growth. Continued investment in digital education services, quality assurance, research support, international partnerships, transparent governance, and student facilitation can further strengthen public confidence in the Commission. As Pakistan advances toward a knowledge-based economy, HEC is well positioned to continue leading reforms that enhance educational quality, promote innovation, strengthen research capacity, and contribute to the country's long-term socio-economic development.

Awareness and Engagement with the National Accountability Bureau (NAB)

The survey indicates that the National Accountability Bureau (NAB) enjoys high public recognition, reflecting its prominent role in Pakistan's accountability and anti-corruption framework. Eighty-five percent (85%) of respondents reported being aware of NAB, making it one of the country's most widely recognized public institutions. This high level of awareness reflects the Bureau's visibility in investigating corruption, promoting accountability, and contributing to public discourse on governance and institutional integrity.

Among respondents, 3% indicated that they had previously dealt with NAB, while 1% reported regular interaction with the Bureau. These figures are consistent with NAB's specialized enforcement mandate. Unlike service-delivery institutions, NAB primarily interacts with individuals and organizations involved in investigations, legal proceedings, or formal accountability processes. Consequently, direct public engagement is expected to remain relatively limited despite the institution's high public profile.

The findings demonstrate that NAB has successfully established a strong national presence and public awareness. At the same time, they highlight opportunities to further strengthen public understanding of its preventive role, awareness initiatives, complaint mechanisms, institutional reforms, and efforts to promote transparency and integrity across public institutions.



Key Findings

- 85% of respondents were aware of the National Accountability Bureau, indicating very high public recognition.
- 3% had previously interacted with NAB, reflecting its specialized investigative mandate.
- 1% reported regular interaction, consistent with the Bureau's enforcement-focused responsibilities.
- The substantial difference between awareness and direct engagement reflects NAB's role as a specialized accountability institution rather than a routine public service provider.

The findings suggest that NAB has established a strong institutional identity within Pakistan's governance architecture. Its high level of public awareness demonstrates that accountability remains a significant

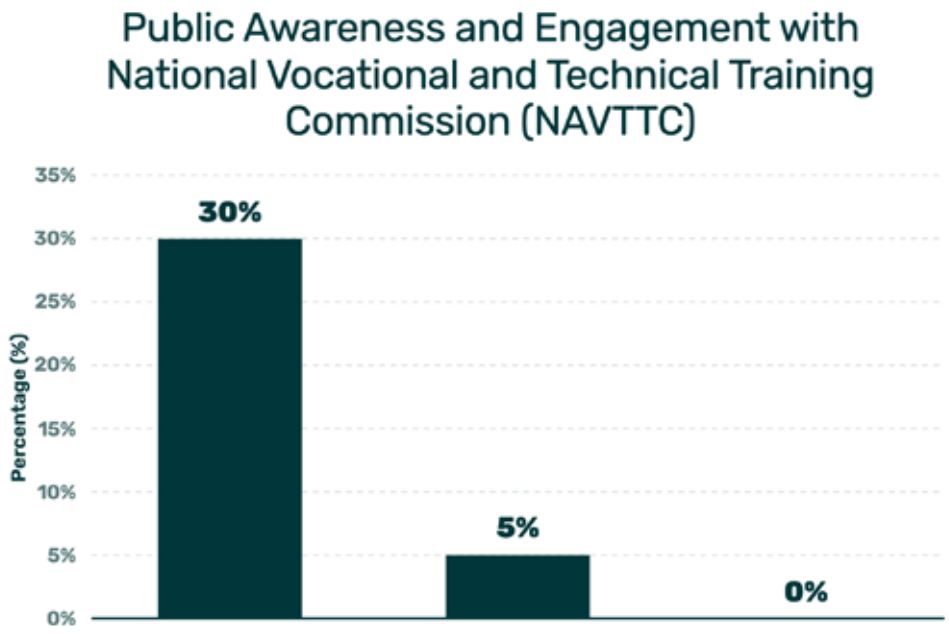
area of public interest. The comparatively low level of direct interaction is expected for an institution whose work primarily involves investigations and legal accountability rather than routine public services. Continued emphasis on transparency, public education, preventive anti-corruption initiatives, digital complaint mechanisms, and institutional outreach can further strengthen confidence in NAB's contribution to promoting accountability, integrity, and good governance in Pakistan.

Awareness and Engagement with the National Vocational and Technical Training Commission (NAVTTC)

The survey indicates that the National Vocational and Technical Training Commission (NAVTTC) has established a meaningful presence within Pakistan's skills development ecosystem, while also presenting significant opportunities to broaden its public reach. Thirty percent (30%) of respondents reported being aware of NAVTTC, reflecting growing recognition of its role in promoting technical and vocational education, workforce development, and skills enhancement across the country.

Among respondents, 5% indicated that they had previously interacted with NAVTTC, while no respondents reported regular engagement. This pattern is consistent with the Commission's specialized mandate, as its programmes are primarily targeted toward students, trainees, technical institutes, employers, training providers, and specific workforce development initiatives rather than the general public.

The findings suggest considerable potential to further increase awareness of NAVTTC's initiatives, particularly as Pakistan continues to prioritize youth employment, technical education, entrepreneurship, and workforce competitiveness. Expanded outreach, stronger collaboration with educational institutions and industry, and greater visibility of training opportunities can significantly enhance public engagement and participation.



Key Findings

- 30% of respondents were aware of NAVTTC, reflecting an emerging level of public recognition.
- 5% had previously interacted with the Commission through its programmes or services.
- 0% reported regular interaction, consistent with NAVTTC's specialized programme-based engagement model.

The findings highlight significant opportunities to expand awareness and participation in technical and vocational training initiatives.

The results indicate that NAVTTC has an important opportunity to strengthen its institutional visibility as Pakistan advances toward a skills-based and knowledge-driven economy. Increasing public awareness of vocational training programmes, certification opportunities, digital skills initiatives, apprenticeship schemes, and industry partnerships can substantially enhance participation. As demand for skilled human capital continues to grow, NAVTTC is well positioned to play a leading role in improving workforce readiness, supporting youth employment, promoting entrepreneurship, and contributing to Pakistan's long-term

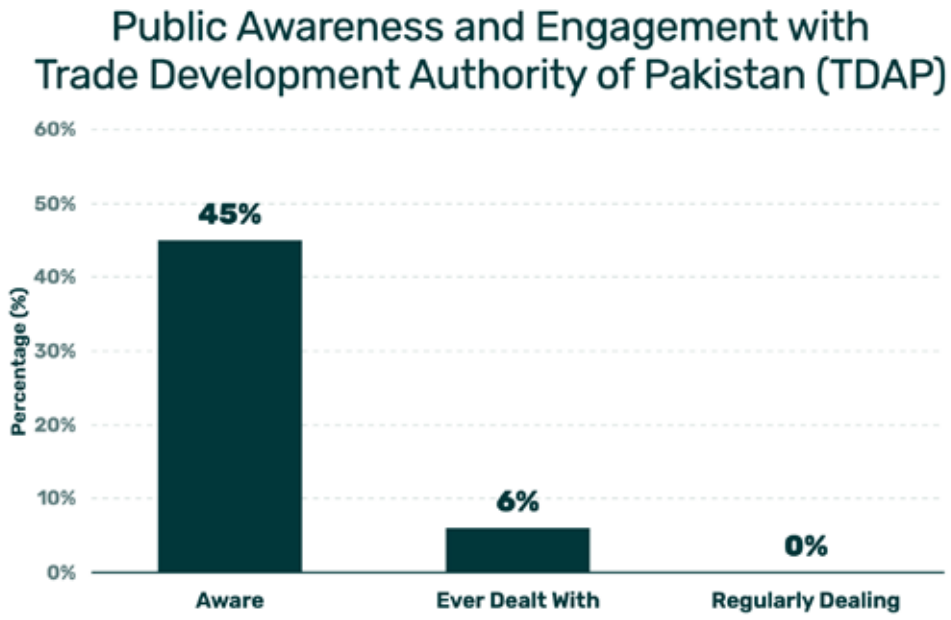
economic development and global competitiveness.

Awareness and Engagement with the Trade Development Authority of Pakistan (TDAP)

The survey indicates that the Trade Development Authority of Pakistan (TDAP) has established a meaningful level of public recognition, reflecting its important role in promoting Pakistan's exports, facilitating international trade, and supporting business development. Forty-five percent (45%) of respondents reported being aware of TDAP, demonstrating that the Authority has achieved a solid level of visibility despite operating within the specialized domain of international trade and export promotion.

Among respondents, 6% indicated that they had previously dealt with TDAP, while no respondents reported regular interaction. This pattern is consistent with TDAP's institutional mandate, as the Authority primarily serves exporters, manufacturers, trade associations, investors, and businesses engaged in international markets rather than the general public. Consequently, routine interaction is naturally concentrated within Pakistan's export-oriented business community.

The findings highlight TDAP's strong potential to further expand awareness of its services, including export facilitation, international exhibitions, trade missions, market intelligence, capacity-building programmes, and support for small and medium-sized enterprises (SMEs). As Pakistan continues to pursue export-led economic growth and greater integration into global markets, increased outreach and stakeholder engagement can further strengthen TDAP's impact.



Key Findings

- 45% of respondents were aware of TDAP, reflecting moderate public recognition of the Authority.
- 6% had previously interacted with TDAP through its programmes or services.
- 0% reported regular interaction, consistent with TDAP's specialized export promotion mandate.

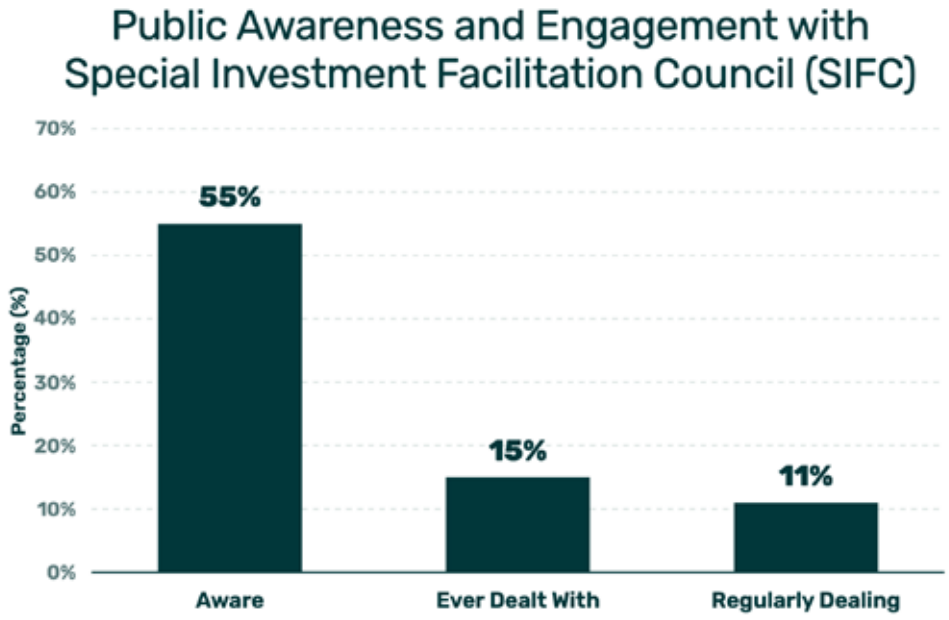
The findings indicate significant opportunities to increase awareness among exporters, entrepreneurs, SMEs, and the wider business community

The results demonstrate that TDAP has established a credible institutional presence within Pakistan's trade and export ecosystem. The relatively limited level of direct interaction reflects the Authority's targeted focus on export promotion rather than routine public service delivery. As Pakistan seeks to diversify exports, expand market access, attract foreign buyers, and strengthen international competitiveness, TDAP is well positioned to play an increasingly strategic role. Continued investment in exporter facilitation, digital trade services, market intelligence, international partnerships, trade promotion events, and business outreach can further enhance awareness, stakeholder engagement, and confidence in the Authority's contribution to Pakistan's economic growth and export development.

Awareness and Engagement with the Special Investment Facilitation Council (SIFC)

The survey indicates that the Special Investment Facilitation Council (SIFC) has rapidly established itself as a well-recognized institution within Pakistan's investment and economic governance framework. Fifty-five percent (55%) of respondents reported being aware of the SIFC, reflecting substantial public recognition considering the Council's relatively recent establishment. This demonstrates that SIFC has quickly gained visibility through its role in facilitating investment, improving inter-agency coordination, and supporting strategic economic initiatives.

The survey also shows encouraging levels of stakeholder engagement. Fifteen percent (15%) of respondents indicated that they had previously dealt with the SIFC, while 11% reported regular interaction with the Council. These figures suggest that SIFC is increasingly engaging with investors, businesses, government institutions, and development partners as it works to facilitate investment opportunities and streamline decision-making processes. The findings reflect SIFC's growing importance in Pakistan's investment ecosystem. As the Council continues to promote investment across priority sectors—including agriculture, information technology, energy, mining, industry, and infrastructure—it has the opportunity to further strengthen awareness and stakeholder confidence through continued facilitation, transparency, and investor support.



Key Findings

- 55% of respondents were aware of the SIFC, indicating strong public recognition for a relatively new institution.
- 15% had previously interacted with the Council, reflecting meaningful stakeholder engagement.
- 11% reported regular dealings with the SIFC, demonstrating sustained interaction among relevant investors and businesses.

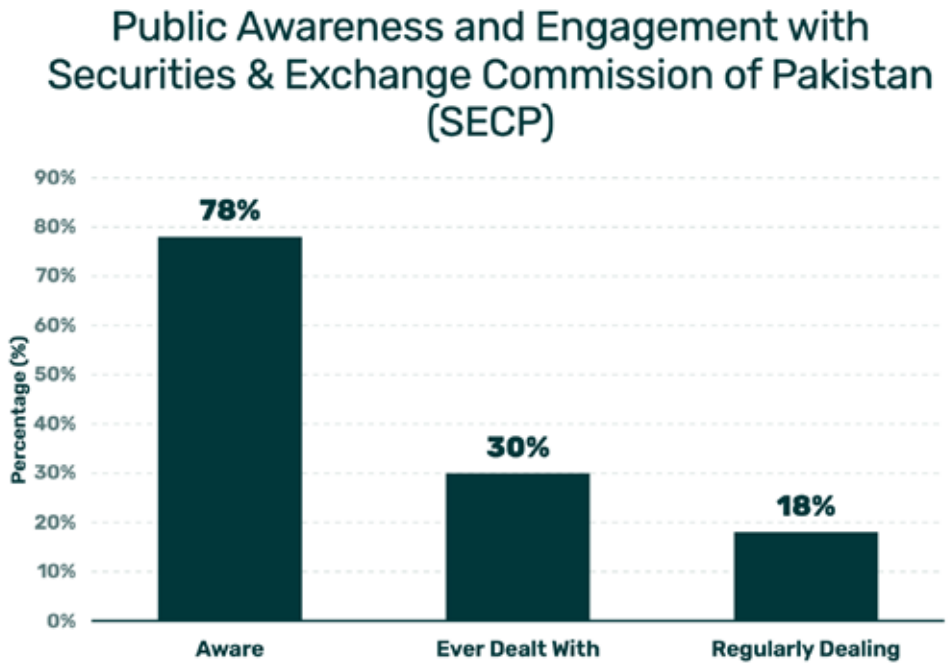
The relatively high level of awareness and engagement highlights the Council's growing role in Pakistan's investment promotion and economic reform agenda.

The findings demonstrate that SIFC has quickly developed a credible institutional presence within Pakistan's governance and investment landscape. The combination of strong awareness and meaningful stakeholder engagement reflects growing confidence in the Council's role as a facilitator of investment and economic coordination. As Pakistan continues to pursue investment-led growth, SIFC is well positioned to strengthen its impact by expanding investor outreach, improving digital facilitation, enhancing transparency, and fostering stronger collaboration between the public and private sectors. Continued progress in these areas can further reinforce investor confidence, improve the ease of doing business, and contribute to sustainable economic growth and national development.

Awareness and Engagement with the Securities & Exchange Commission of Pakistan (SECP)

The survey indicates that the Securities & Exchange Commission of Pakistan (SECP) enjoys high public recognition and strong stakeholder engagement, reflecting its central role in regulating Pakistan's corporate, financial, and capital market sectors. Seventy-eight percent (78%) of respondents reported being aware of the SECP, demonstrating that the Commission has established itself as one of the country's most visible economic regulatory institutions. This high level of awareness reflects SECP's broad mandate in overseeing companies, insurance, non-banking financial institutions, capital markets, and corporate governance.

The survey also reveals substantial levels of interaction with the Commission. Thirty percent (30%) of respondents indicated that they had previously dealt with the SECP, while 18% reported regular interaction with the Authority. These figures reflect the Commission's extensive engagement with businesses, investors, company directors, entrepreneurs, financial professionals, and corporate entities throughout Pakistan. The findings underscore SECP's growing importance in supporting Pakistan's formal economy and improving the business environment. As corporate registrations, digital financial services, startups, and investment activities continue to expand, the Commission's role in promoting transparency, investor protection, and sound corporate governance has become increasingly significant.



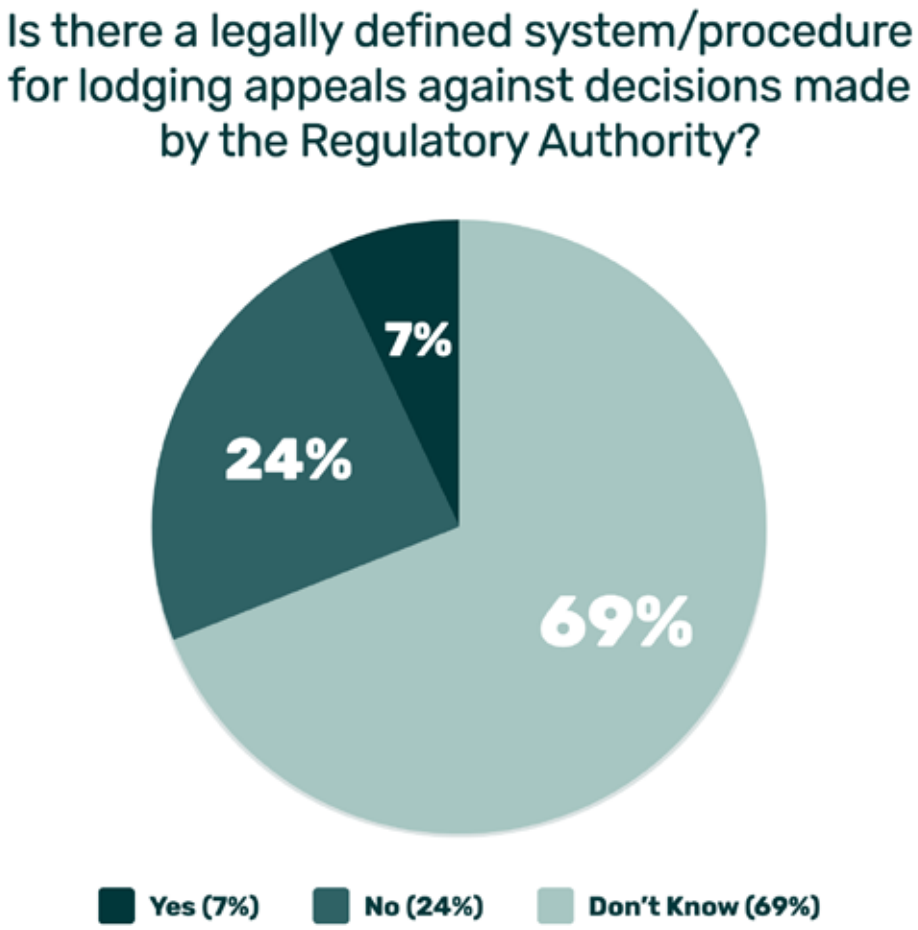
Key Findings

- 78% of respondents were aware of the SECP, indicating high public recognition.
- 30% had previously interacted with the Commission, reflecting strong stakeholder engagement.
- 18% reported regular dealings with the SECP, demonstrating sustained interaction with Pakistan's corporate regulator.
- SECP ranks among the most recognized and actively engaged regulatory institutions supporting Pakistan's financial and corporate sectors.

The findings demonstrate that the SECP occupies a strategic position within Pakistan's economic governance framework. High levels of awareness and engagement reflect the Commission's expanding role in facilitating corporate growth, protecting investors, strengthening capital markets, and improving regulatory oversight. Continued investment in digital company registration, investor education, fintech regulation, corporate governance reforms, and stakeholder outreach can further strengthen public confidence. As Pakistan continues to modernize its financial sector and improve the ease of doing business, the SECP is well positioned to drive innovation, enhance market confidence, attract investment, and contribute to sustainable economic growth.

Awareness of Appeals Mechanisms Against Regulatory Decisions

The survey provides important insights into public awareness of formal appeals mechanisms within Pakistan's regulatory framework. When asked whether there is a legally defined system or procedure for lodging appeals against decisions made by regulatory authorities, 69% of respondents indicated that they did not know, 24% believed that no such mechanism exists, while only 7% stated that they were aware of a formal appeals process. The findings suggest that the principal challenge is not necessarily the absence of legal remedies, but rather limited public awareness of the mechanisms that already exist. Most regulatory authorities in Pakistan—including the SECP, OGRA, NEPRA, PTA, PEMRA, DRAP, and others—are established under specific Acts of Parliament that provide for review procedures, appellate tribunals, or judicial appeals. However, these statutory provisions appear to be insufficiently understood by the public and many stakeholders.



Key Findings

- 69% of respondents did not know whether an appeals mechanism exists.
- 24% believed no formal appeals process exists.
- Only 7% were aware of a legally defined appeals procedure.

The results highlight an important opportunity to strengthen regulatory transparency and stakeholder awareness. The high proportion of respondents selecting "Don't Know" indicates a communication gap rather than necessarily a governance gap. Improving public access to information on appeals procedures, publishing clear guidance on regulatory websites, simplifying complaint and review processes, and strengthening stakeholder engagement can significantly improve confidence in regulatory institutions. Greater awareness of appeal rights contributes directly to the principles of transparency, accountability, procedural fairness, and the rule of law. Citizens and businesses are more likely to trust regulatory institutions when they understand that decisions can be independently reviewed through established legal mechanisms. Enhancing the visibility and accessibility of these procedures would therefore strengthen confidence in Pakistan's regulatory system while reinforcing good governance and investor confidence.

STRATEGIC SIGNAL: Pakistan's Regulatory Ecosystem | Visibility Without Access

Taken together, the awareness and engagement data across Pakistan's regulatory landscape reveals not a single story but a structured pattern one that, read correctly, offers a precise map of where confidence is strong, where it is latent, and where systemic action would yield the greatest return.

Three Regulatory Clusters, Three Distinct Challenges

The data naturally organizes Pakistan's regulators into three clusters, each with a different strategic profile. The first is the mass-market tier; regulators whose mandates touch everyday life directly and whose awareness and engagement figures reflect that reach. FBR leads the entire survey at 95% awareness and 93% regular interaction, the highest sustained engagement of any institution assessed. PTA follows closely at 90% awareness and 73% regular interaction, numbers that reflect Pakistan's digital transformation in realtime, telecommunications and internet access are now universal services, and their regulator has become one of the most frequently encountered public institutions in the country. HEC sits at 90% awareness and 76% regular engagement, driven by the expanding higher education system and its direct relationship with students, universities, and employers. For these three institutions, the strategic priority is not visibility, it is quality. With engagement at this scale, every interaction is a trust moment. The cumulative experience citizens have with FBR's tax portal, PTA's consumer processes, and HEC's accreditation and scholarship systems is shaping public confidence in regulation broadly, not just in those institutions individually.

The second cluster is the specialized institutional tier; regulators whose mandates are sector-specific, whose primary stakeholders are businesses and professionals rather than the general public, and whose awareness-to-engagement ratios reflect that focus. SECP stands out here at 78% awareness and 30% previous interaction the highest engagement ratio among specialized regulators, reflecting the growing formalization of Pakistan's corporate sector and the expanding universe of registered businesses, investors, and entrepreneurs who interact with the Commission. OGRA reaches 65% awareness despite serving a sector most citizens encounter only indirectly through energy prices. PEMRA achieves 75% awareness the highest in this cluster because media regulation is inherently public-facing even when formal complaints are rare. SIFC, notably, has achieved 55% awareness and 15% previous interaction despite being among the newest institutions in the survey, a signal that its investment facilitation mandate has registered quickly with Pakistan's business community. DRAP at 45% and TDAP at 45% are consistent with regulators whose work, while consequential, operates at sufficient remove from daily life that general public awareness remains partial. CCP at 50% awareness and near-zero direct engagement reflects the global norm for competition authorities: known, but rarely encountered outside formal proceedings.

The third cluster is the enforcement and development tier; institutions whose public profiles are high but whose direct engagement is structurally limited by design. NAB stands at 85% awareness with only 3% previous interaction and 1% regular engagement the sharpest awareness-to-engagement gap in the entire survey. This is not an institutional failure. It is the expected profile of an accountability body whose work involves investigations and legal proceedings rather than services. Its high visibility is itself an asset, communicating deterrence and institutional presence. NAVTTC, at the other end, sits at 30% awareness and zero regular interaction the lowest in the survey not because it lacks impact but because its reach is currently concentrated within specific training programmes and has not yet translated into broad public recognition.

The Hidden Systemic Gap: Rights Without Knowledge

Cutting across all three clusters is the survey's single most consequential regulatory finding: only 7% of

respondents are aware that a formal appeals mechanism exists against regulatory decisions. Sixty-nine percent do not know whether such mechanisms exist, and 24% believe they do not exist at all.

This matters because the mechanisms do exist. SECP, OGRA, NEPRA, PTA, PEMRA, DRAP, and others are established under Acts of Parliament that provide for review procedures, appellate tribunals, and judicial appeals. Citizens and businesses have statutory rights they are overwhelmingly unaware of. The result is a regulatory ecosystem where the formal architecture of accountability is in place but functionally invisible a governance gap created not by absent law but by absent communication.

The strategic implication is direct. Regulatory confidence is not built solely on the quality of decisions. It is built on the perception that decisions can be contested, reviewed, and corrected. When 93% of Pakistanis cannot identify a path to challenge a regulatory outcome, the entire system appears more arbitrary than it is regardless of how well individual regulators perform. Closing this awareness gap costs relatively little compared to the confidence it would generate.

The Unified Strategic Read

Pakistan's regulatory landscape is more capable than it is understood to be. Mass-market regulators are engaged at scale and have the reach to demonstrate what professional, accessible regulation looks like. Specialized regulators have built genuine sectoral credibility and are engaging the businesses and professionals who matter most for economic performance. Enforcement institutions have achieved the public visibility that gives them deterrent effect. And the legal framework for accountability appeals, reviews, redress already exists and simply needs to be made legible.

The strategic gap is not architecture. It is accessibility. Citizens and businesses know these institutions exist. What they do not know in many cases is what rights they have in relation to them, how to use them, and that decisions made by them can be challenged through established processes.

The regulators that close that gap first through plain-language guidance on complaint and appeals processes, consistent digital outreach, and visible enforcement of stakeholder rights will not only strengthen their own institutional credibility. They will raise the floor of public confidence in Pakistan's regulatory system as a whole.

Visibility has been achieved. The next frontier is trust earned through access.

Citizen Participation and Rights

Reporting Corruption or Wrongdoing Feels Safe in Pakistan

The survey offers important insights into public perceptions of the safety of reporting corruption and wrongdoing, while highlighting opportunities to further strengthen whistleblower protection and public confidence in accountability mechanisms. When respondents were asked whether reporting corruption or wrongdoing feels safe in Pakistan, the largest proportion (12%) selected the neutral midpoint of the seven-point scale, reflecting balanced views and indicating that many citizens remain open to recognizing future improvements.

Overall, 29% of respondents expressed neutral to positive perceptions (scores 4–7), including 17% who expressed strong agreement (scores 5–7) that reporting corruption is safe. These findings suggest that a meaningful segment of the population recognizes the existence of accountability mechanisms and believes that continued institutional reforms can further strengthen protections for citizens who report wrongdoing.

At the same time, 71% of respondents expressed lower levels of agreement (scores 1–3), highlighting an important opportunity to reinforce public confidence through stronger whistleblower protections, confidential reporting channels, effective complaint mechanisms, and visible action against corruption.

Pakistan has continued to expand digital complaint systems, online grievance redress mechanisms, citizen portals, and anti-corruption initiatives. Strengthening awareness of these mechanisms, ensuring confidentiality, and demonstrating timely follow-up on reported cases can significantly improve citizens' confidence in reporting misconduct.

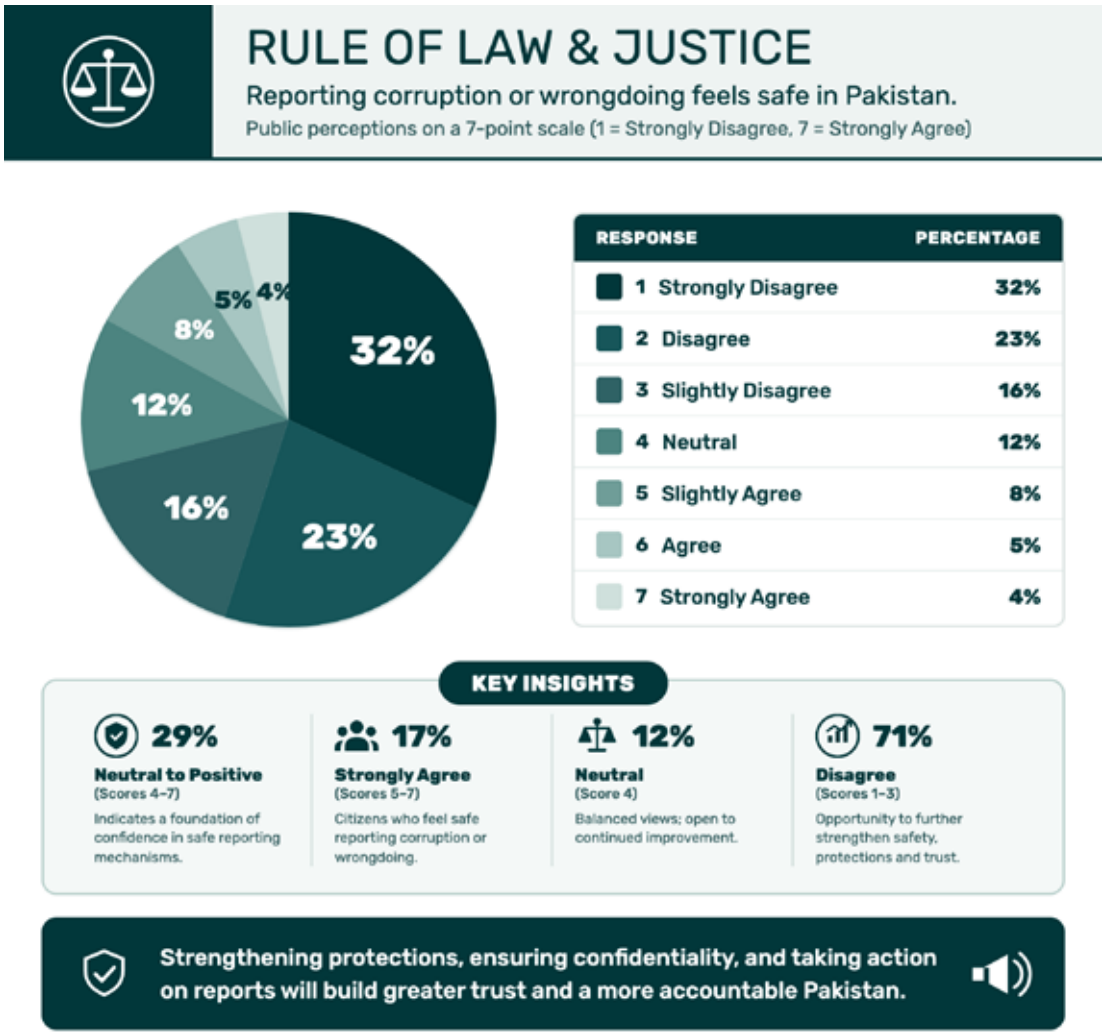
Key Findings

- 29% of respondents expressed neutral to positive perceptions (scores 4–7) that reporting corruption or wrongdoing feels safe.
- 17% reported strong agreement (scores 5–7), reflecting confidence in existing reporting and accountability

mechanisms.

- 12% selected the neutral midpoint (4), indicating balanced views and openness to continued institutional improvements.

71% expressed lower levels of agreement (scores 1–3), highlighting opportunities to strengthen whistleblower protection and public trust.



The findings suggest that strengthening confidence in reporting mechanisms represents an important next step in Pakistan's governance and anti-corruption agenda. Continued reforms aimed at protecting whistleblowers, improving the confidentiality of reporting channels, increasing institutional responsiveness, and communicating successful enforcement actions can significantly enhance public trust. As citizens become more confident that reports of corruption will be handled fairly, safely, and effectively, greater public participation can reinforce transparency, accountability, and the rule of law, contributing to stronger and more resilient public institutions.

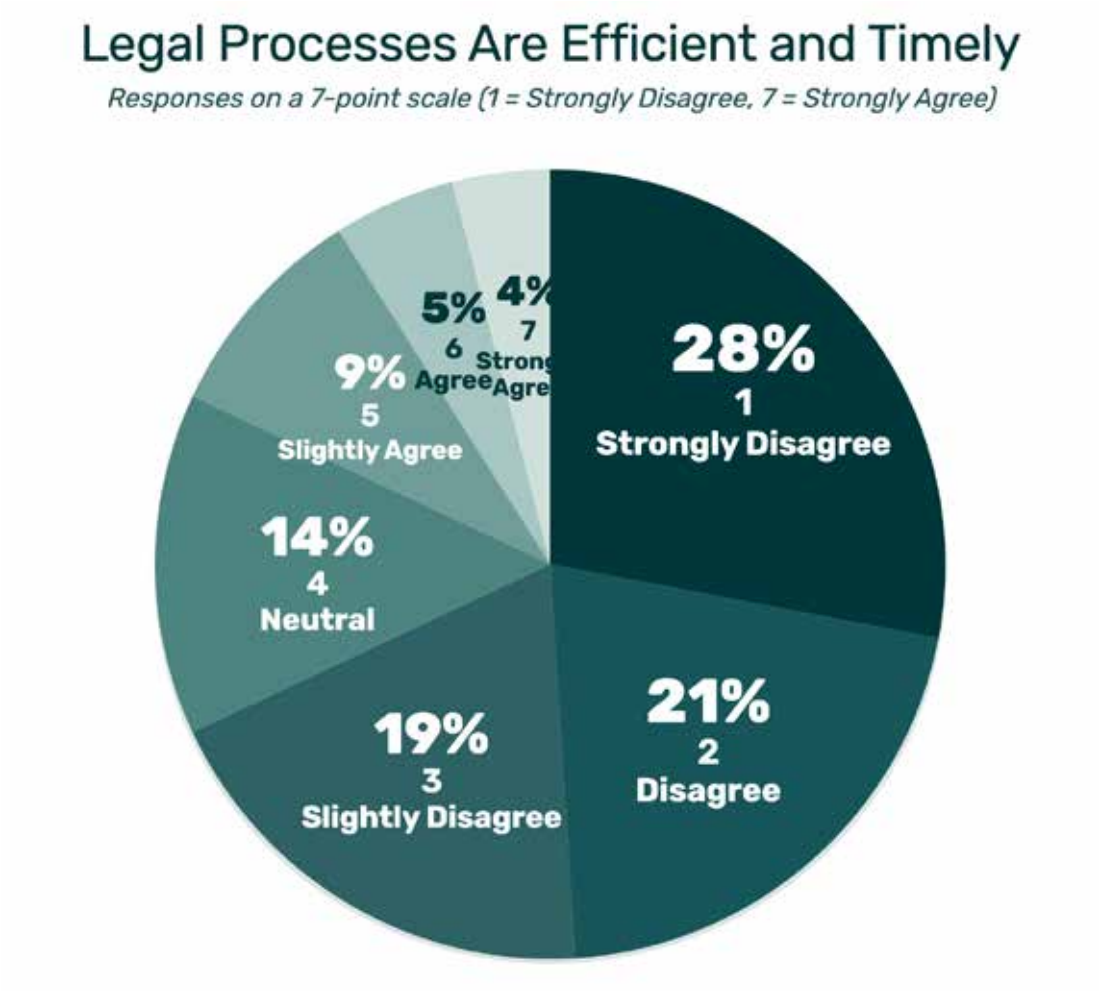
Efficiency of Legal Processes

The survey provides valuable insights into public perceptions of the efficiency and timeliness of Pakistan's legal system while highlighting opportunities to further strengthen justice sector reforms. When respondents were asked whether legal processes are efficient and timely, the largest proportion (14%) selected the neutral midpoint of the seven-point scale, reflecting balanced views and indicating that many citizens recognize ongoing reforms while expecting continued improvements.

Overall, 32% of respondents expressed neutral to positive perceptions (scores 4–7), including 18% who expressed strong agreement (scores 5–7) that legal processes are becoming more efficient and timely. These findings suggest that a significant segment of the population acknowledges efforts to modernize judicial administration, expand digital court services, improve case management, and enhance access to justice.

At the same time, 68% of respondents expressed lower levels of agreement (scores 1–3), highlighting an

opportunity to further improve judicial efficiency, reduce case backlogs, accelerate dispute resolution, and enhance the overall responsiveness of the justice system. Pakistan has introduced several judicial modernization initiatives in recent years, including e-courts, digital case management systems, alternative dispute resolution (ADR), judicial automation, and procedural reforms. Continued implementation of these initiatives can further strengthen public confidence in the timely delivery of justice.



Key Findings

- 32% of respondents expressed neutral to positive perceptions (scores 4–7) that legal processes are efficient and timely.
- 18% reported strong agreement (scores 5–7), reflecting confidence in ongoing judicial improvements.
- 14% selected the neutral midpoint (4), indicating balanced views and openness to continued reforms.
- 68% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further improve judicial efficiency and reduce delays.

The findings suggest that improving the speed and efficiency of legal processes remains an important priority for strengthening the rule of law in Pakistan. Continued investment in judicial digitalization, court automation, case management, mediation and alternative dispute resolution, judicial capacity building, and procedural simplification can significantly improve public confidence. As reforms continue to reduce delays and enhance access to justice, they will reinforce the principles of fairness, accountability, legal certainty, and institutional trust, contributing to a stronger and more effective justice system.

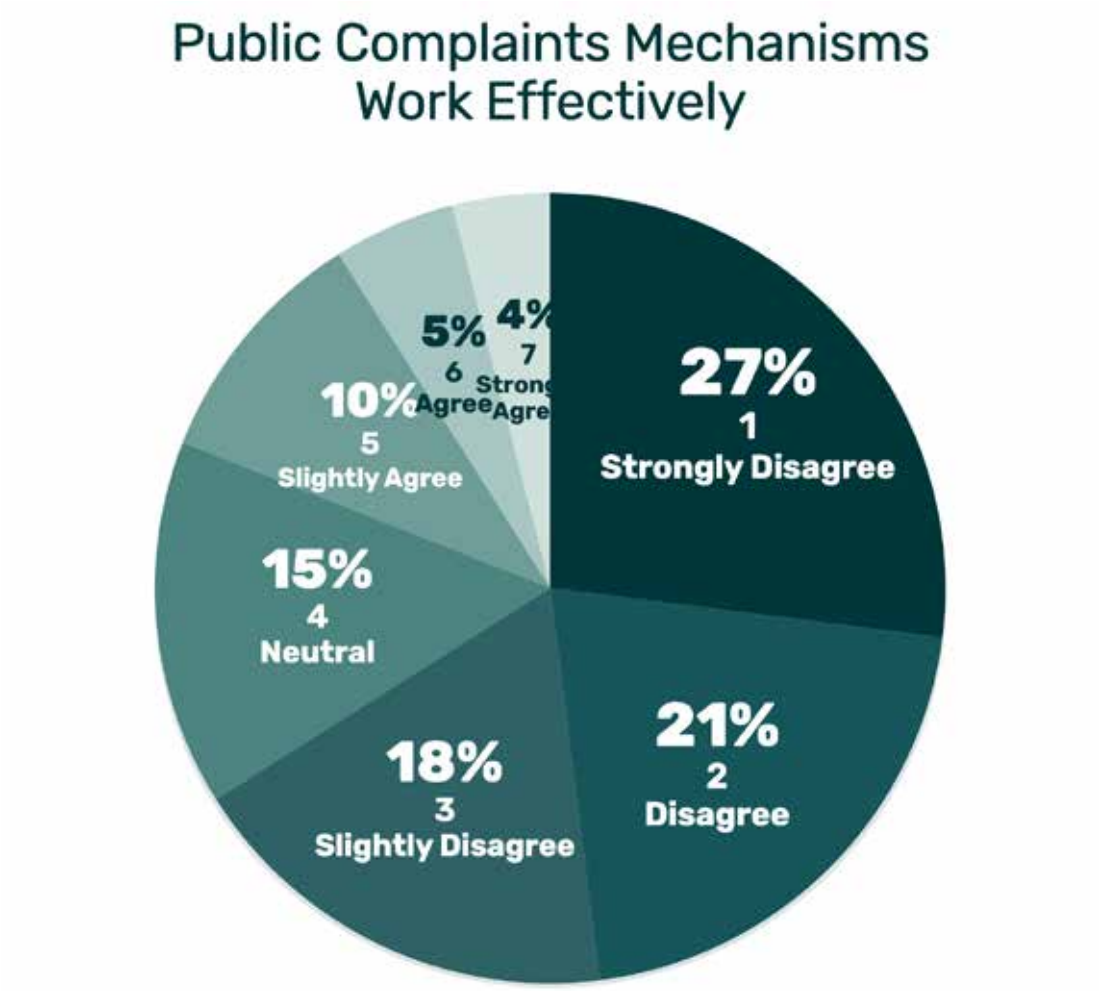
Effectiveness of Public Complaint Mechanisms

The survey provides valuable insights into public perceptions of the effectiveness of public complaints mechanisms and highlights important opportunities to further strengthen citizen engagement and institutional responsiveness. When respondents were asked whether public complaints mechanisms work effectively, the largest proportion (15%) selected the neutral midpoint of the seven-point scale, indicating

balanced views and suggesting that many citizens recognize ongoing improvements while expecting continued enhancements.

Overall, 34% of respondents expressed neutral to positive perceptions (scores 4–7), including 19% who expressed strong agreement (scores 5–7) that complaint handling mechanisms function effectively. These findings indicate that a significant proportion of respondents acknowledge the progress made through digital grievance systems, citizen portals, ombudsman offices, and institutional complaint resolution mechanisms.

At the same time, 66% of respondents expressed lower levels of agreement (scores 1–3), highlighting opportunities to further improve responsiveness, accessibility, transparency, and follow-up within public complaint systems. Continued reforms in these areas can strengthen citizen confidence and reinforce institutional accountability. Pakistan has expanded a number of public grievance initiatives in recent years, including online complaint portals, digital citizen services, ombudsman institutions, e-governance platforms, and service delivery reforms. Continued investment in these mechanisms can further improve responsiveness and strengthen public trust.



Key Findings

- 34% of respondents expressed neutral to positive perceptions (scores 4–7) that public complaints mechanisms work effectively.
- 19% reported strong agreement (scores 5–7), reflecting confidence in existing complaint resolution systems.
- 15% selected the neutral midpoint (4), indicating balanced views and openness to continued improvements.
- 66% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further enhance accessibility, responsiveness, and effectiveness.

The findings suggest that strengthening complaint resolution mechanisms represents an important opportunity to enhance accountability and citizen trust. Continued investment in digital grievance redress

systems, timely resolution of complaints, transparent reporting of outcomes, performance monitoring, and citizen feedback mechanisms can significantly improve public confidence. As complaint systems become more accessible, responsive, and transparent, they will reinforce the principles of good governance, improve public service delivery, strengthen accountability, and contribute to a more responsive and citizen-centred government

STRATEGIC SIGNAL: The Accountability Chain | Three Links, One System

The rule-of-law data in this survey delivers a finding more significant than any single percentage: across three distinct dimensions of justice and accountability, public confidence clusters in a remarkably narrow band. Thirty-two percent believe legal processes are efficient. Thirty-four percent find public complaint mechanisms effective. And twenty-nine percent the lowest reading feel safe reporting corruption or wrongdoing.

What the Pattern Reveals

When data clusters this tightly across dimensions that involve different institutions, different interactions, and different citizen experiences, it means the problem is not localized it is systemic. Citizens are not distinguishing meaningfully between the fairness of police enforcement, the speed of courts, the equal application of law, the responsiveness of complaint systems, and the safety of reporting misconduct. They are experiencing all three as variations of the same underlying reality: a justice and accountability ecosystem that, in their lived experience, does not yet function with sufficient consistency, impartiality, or responsiveness to earn broad confidence. This is actually a more useful finding than a fragmented picture would be. It means the challenge has a coherent diagnosis. And coherent diagnoses yield coherent solutions

The Chain and Its Critical Link

These three dimensions are not independent variables. They form a sequential accountability chain, and each link depends on the strength of the others. A citizen who witnesses wrongdoing must first feel safe enough to report it. That report must enter a complaint system perceived as responsive. The legal process that follows must be seen as efficient. Enforcement must be applied without discrimination. And the outcome must reflect equal treatment under the law regardless of who is involved. At twenty-nine percent, the safety of reporting corruption is the weakest link and strategically the most consequential. An accountability chain is only as strong as its entry point. If citizens do not believe they can report misconduct without personal risk, the entire downstream architecture of complaints, legal processes, and enforcement becomes irrelevant to most people. The digital complaint portals, ombudsman offices, and grievance mechanisms that have been built represent genuine institutional investment. But investment in the mechanism is not the same as confidence in using it. Seventy-one percent of Pakistanis do not yet feel that using those mechanisms is safe. Until that changes, the other four links in the chain will underperform regardless of their individual quality.

The Reforms Are Visible; The Experience Has Not Yet Followed

The survey data also reveals something important about the current reform trajectory. Pakistan has implemented a substantive portfolio of justice and accountability reforms: digital complaint systems, Safe City initiatives, e-courts, case management modernization, alternative dispute resolution mechanisms, forensic investment, and police facilitation centres. These are not symbolic gestures. They are structural changes to how the accountability system operates.

The data shows that these reforms are producing some recognition. Eighteen percent strongly agree that legal processes are efficient. Nineteen percent strongly agree that laws are applied equally. The floor of positive confidence the segment that has seen or experienced improvement exists across every dimension. It is the ceiling that has not yet moved

This is the characteristic pattern of reforms that are real but not yet felt at scale: an aware and appreciative minority, a cautious and open middle, and a majority that is waiting for evidence that improvements in systems translate into improvements in their own interactions with those systems. The strategic task is not to redesign the accountability architecture it is to make the existing architecture perform visibly and consistently enough that the thirty-four percent who currently see complaint mechanisms as effective becomes forty, then fifty, then more.

The Compounding Opportunity

What makes this set of findings particularly significant is the compounding dynamic that runs in both directions. When accountability chains break down, each failed link weakens the others: unreported corruption becomes uninvestigated misconduct becomes unenforced law becomes unequal treatment becomes deeper distrust. Pakistan has experienced elements of this negative cycle.

But the same compounding works in reverse. A complaint system that resolves cases visibly and fairly makes citizens more willing to use it. More use generates more enforcement. More enforcement, applied consistently regardless of who is involved, strengthens perceptions of equality before the law. Greater legal equality reduces the perceived risk of reporting misconduct. And lower risk of reporting begins to shift the twenty-nine percent upward, the number that matters most.

The entry point to this positive cycle is the one area where investment yields the broadest systemic return: making reporting safe, credible, and demonstrably consequential. Confidential reporting channels, visible follow-through on cases, and public communication of enforcement outcomes are not peripheral to the accountability agenda. They are its foundation.

In essence Pakistanis are not asking for a perfect justice system. The neutral midpoints across all five dimensions ranging from twelve to fifteen percent represent a substantial population that is open, measured, and willing to update its assessment based on experience. They are not committed to distrust. They are withholding full confidence until the system demonstrates it deserves it.

The accountability chain exists. Its links are in place. The strategic priority now is to make those links hold consistently, visibly, and without exception so that the experience of using them begins to close the gap between the system Pakistan has built and the confidence its citizens are ready to extend.

Policymakers, Standing Committees and Longterm Vision

Government Long-Term Vision

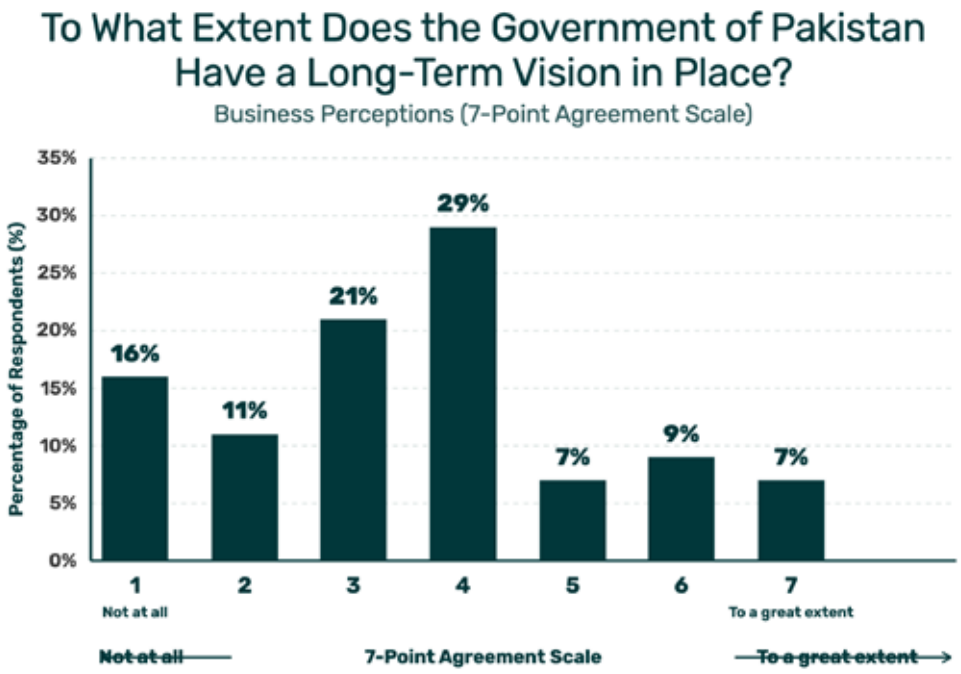
The survey findings indicate that many respondents recognize the presence of a long-term vision for Pakistan's future while also seeing opportunities for further strengthening strategic planning and implementation. When asked to what extent the Government of Pakistan has a long-term vision in place, the responses reflected a balanced outlook, with the largest proportion (29%) selecting the neutral midpoint of the seven-point scale. This suggests that many citizens acknowledge ongoing long-term planning while expecting its impact to become more visible over time.

Overall, 52% of respondents expressed neutral to positive perceptions (scores 4–7), including 23% who expressed strong agreement (scores 5–7) that the government has a long-term vision. These findings indicate that a majority of respondents either recognize or remain open to the existence of a strategic national direction, reflecting confidence in ongoing reforms and future planning initiatives. While 48% of respondents expressed lower levels of agreement (scores 1–3), these responses also highlight expectations for clearer communication of long-term priorities, consistent policy implementation, and greater continuity across successive governments.

Key Findings

- 52% of respondents expressed neutral to positive perceptions (scores 4–7) that the Government of Pakistan has a long-term vision.
- 23% reported strong agreement (scores 5–7), reflecting confidence in the country's strategic direction.
- 29% selected the neutral midpoint (4), the highest single response, indicating balanced views and openness to future progress.

- 48% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen long-term planning and public communication.



The findings suggest that public confidence in Pakistan's long-term vision is gradually strengthening. More than half of respondents expressed neutral to positive perceptions, indicating that many citizens recognize ongoing efforts to develop strategic national priorities. Continued focus on long-term economic planning, institutional reforms, digital transformation, infrastructure development, education, climate resilience, and policy continuity can further reinforce this confidence. By consistently communicating long-term goals and demonstrating measurable progress, Pakistan can strengthen public trust, improve investor confidence, and support sustainable national development.

Trust in Divisional Commissioners and Mayors

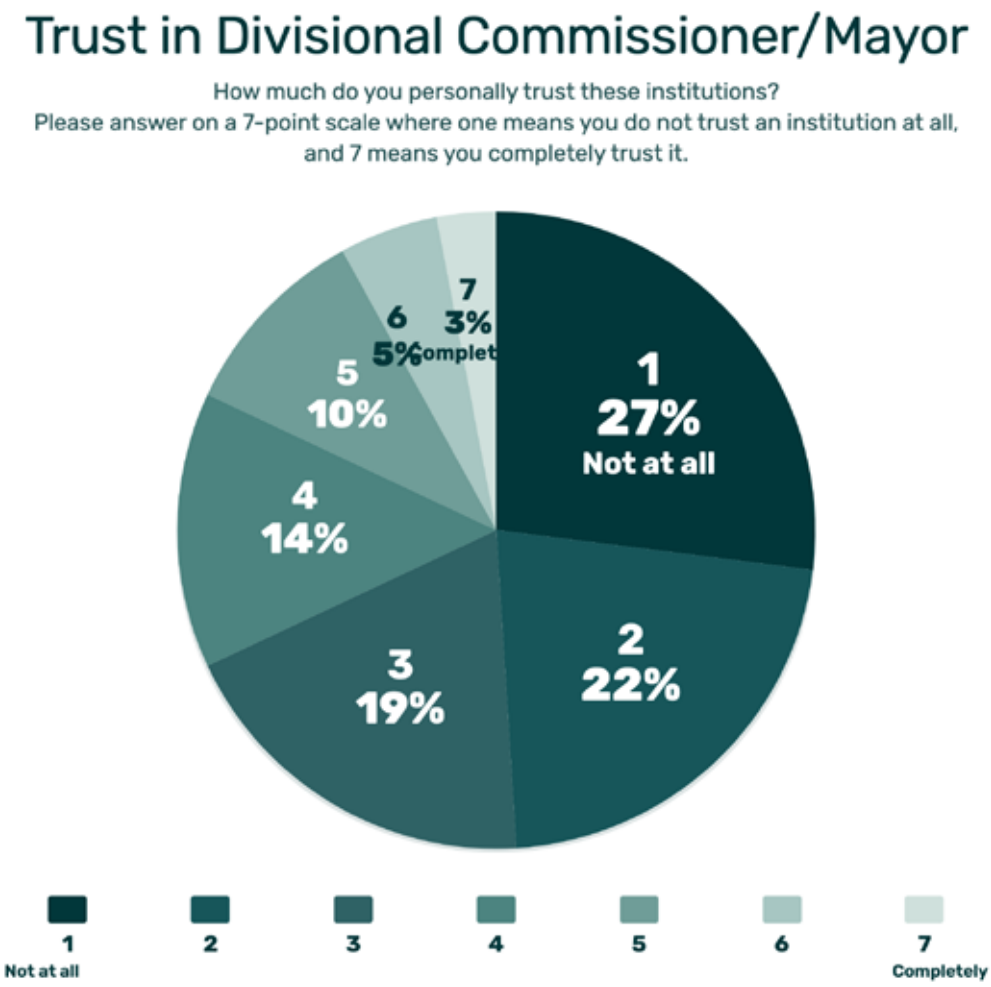
The survey assessed public trust in Divisional Commissioners and Mayors based on respondents' general impressions, regardless of whether they had direct interaction with these local government leaders. These officials play an important role in local administration, public service delivery, urban management, development planning, and coordination between provincial governments and local communities.

The findings indicate that public confidence in local leadership presents significant opportunities for strengthening governance at the grassroots level. Overall, 32% of respondents expressed neutral to positive trust (scores 4–7), including 18% who reported high trust (scores 5–7). Additionally, 14% selected the neutral midpoint, suggesting that many respondents hold balanced views and are receptive to improvements in local governance. Meanwhile, 68% of respondents expressed lower levels of trust (scores 1–3). These responses likely reflect citizens' expectations for more responsive municipal services, stronger local accountability, improved infrastructure, greater transparency, and increased engagement with communities. Since local governments have the most direct interaction with citizens, public perceptions are often shaped by everyday experiences with service delivery.

Key Findings

- 32% of respondents expressed neutral to positive trust (scores 4–7) in Divisional Commissioners and Mayors.
- 18% reported high trust (scores 5–7), reflecting confidence in local leadership.
- 14% selected the neutral midpoint (4), indicating balanced perceptions.
- 68% expressed lower levels of trust (scores 1–3), highlighting opportunities to strengthen confidence in local governance.

The findings suggest that strengthening local governance offers one of the greatest opportunities to improve



public trust in government institutions. Enhancing municipal service delivery, improving transparency in local decision-making, strengthening citizen participation, accelerating infrastructure development, and empowering local governments with greater administrative and financial capacity can significantly reinforce public confidence. As Divisional Commissioners and Mayors continue to deliver visible improvements in citizens' daily lives, trust in local government is likely to increase, contributing to stronger public institutions, more effective governance, and sustainable community development.

Trust in Policymakers' Competence

The survey findings reflect measured public confidence in the competence of Pakistan's policymakers, with many respondents recognizing their role in guiding governance while expecting continued improvements in institutional performance. When asked whether they trust the competence of policymakers to perform fairly and justly, the responses indicate balanced perceptions, with 16% selecting the neutral midpoint of the seven-point scale.

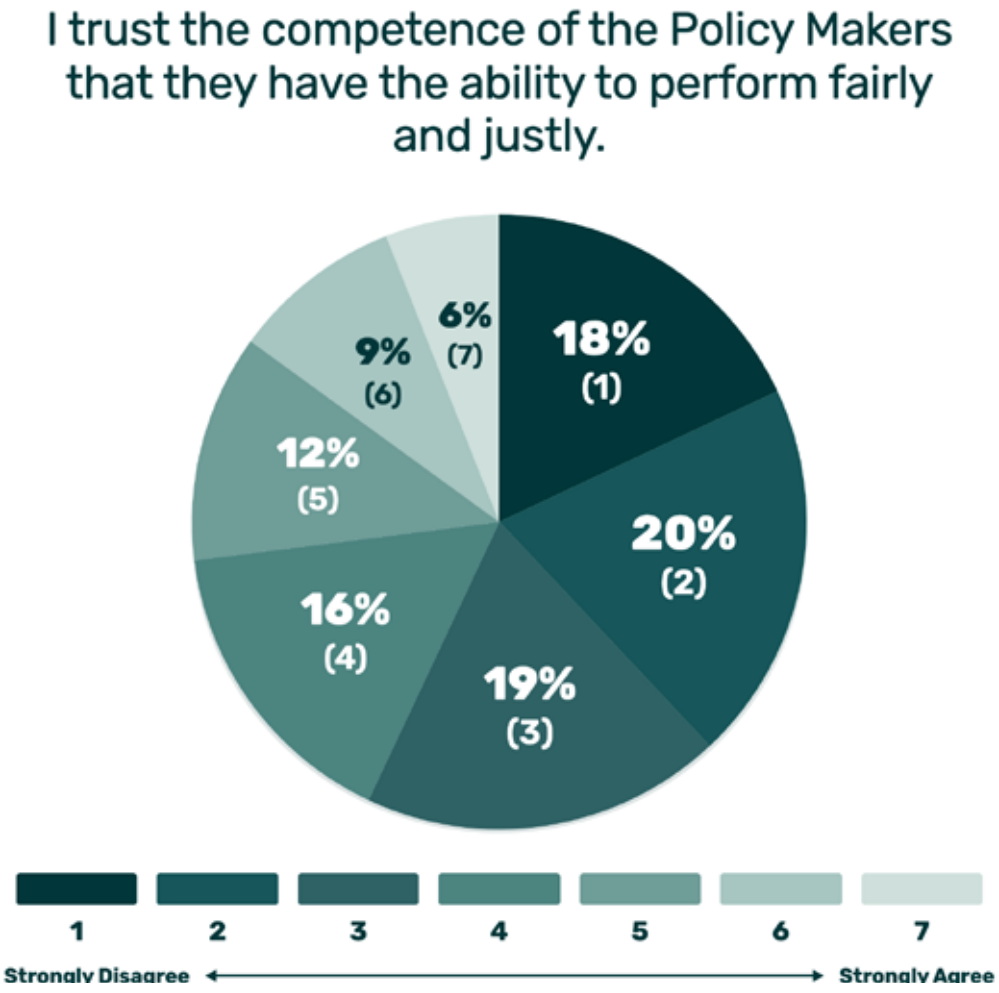
Overall, 43% of respondents expressed neutral to positive perceptions (scores 4–7), including 27% who expressed strong agreement (scores 5–7) that policymakers possess the competence to perform their responsibilities fairly and effectively. These findings suggest that a significant proportion of respondents have confidence in the country's policymaking institutions and acknowledge ongoing efforts to strengthen governance. While 57% of respondents expressed lower levels of agreement (scores 1–3), these responses also highlight public expectations for continued improvements in institutional effectiveness, evidence-based policymaking, transparency, and accountability.

Key Findings

- 43% of respondents expressed neutral to positive perceptions (scores 4–7) regarding the competence of policymakers.
- 27% reported strong agreement (scores 5–7), reflecting confidence in policymakers' ability to perform fairly and justly.

- 16% selected the neutral midpoint (4), indicating balanced views and openness to continued institutional improvements.
- 57% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen institutional performance and public confidence.

The findings suggest that public confidence in policymaking institutions can be further strengthened through sustained reforms and effective governance. Continued investment in evidence-based policymaking,

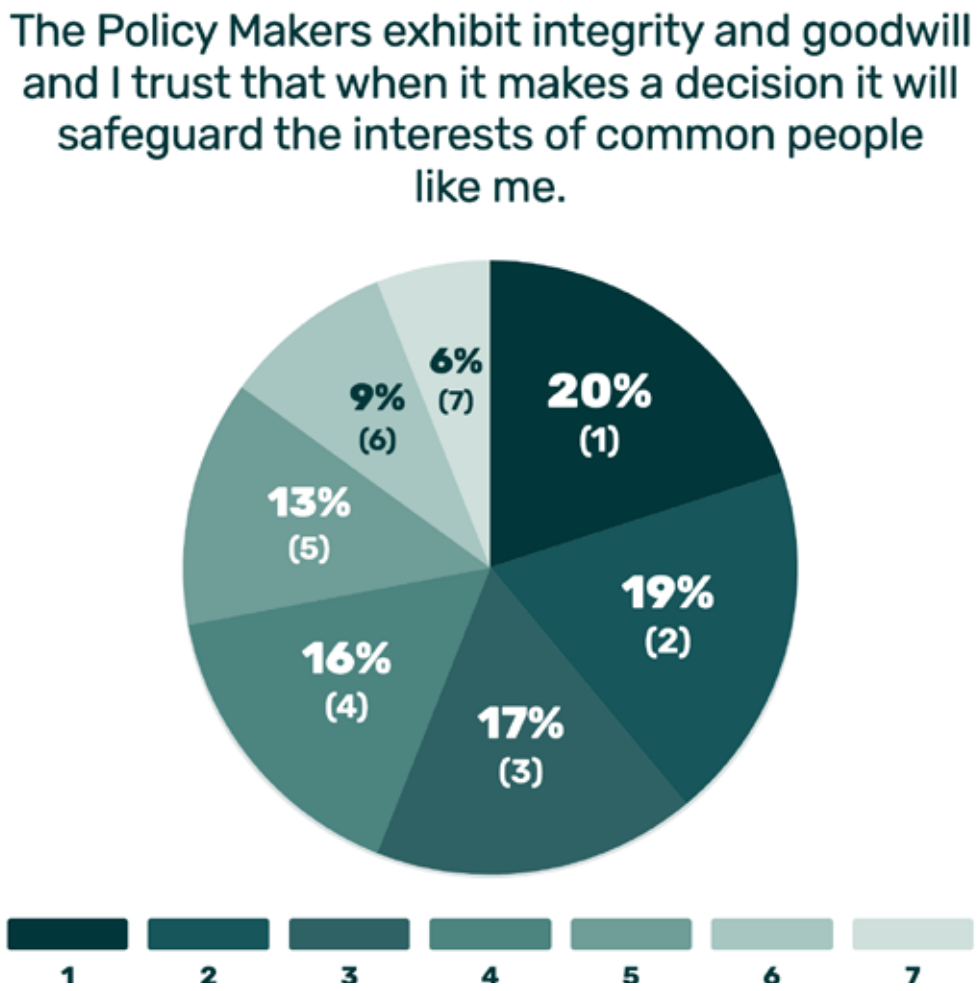


institutional capacity building, transparent decision-making, stakeholder engagement, and performance-based governance can reinforce trust in public institutions. As policymakers continue to deliver measurable outcomes and communicate reforms effectively, public confidence is likely to strengthen, supporting more resilient institutions and better governance outcomes for Pakistan.

Confidence in Policymakers' Intent

The survey findings indicate measured public confidence in the integrity and intentions of Pakistan's policymakers, while also highlighting expectations for continued improvements in transparent and citizen-centered governance. When respondents were asked whether policymakers exhibit integrity and goodwill and safeguard the interests of ordinary citizens, the responses reflected balanced perceptions, with 16% selecting the neutral midpoint of the seven-point scale.

Overall, 44% of respondents expressed neutral to positive perceptions (scores 4–7), including 28% who expressed strong agreement (scores 5–7) that policymakers act with integrity and consider the interests of the public when making decisions. These findings suggest that a significant proportion of respondents recognize the commitment of policymakers to advancing the public interest and acknowledge ongoing efforts to strengthen governance. While 56% of respondents expressed lower levels of agreement (scores 1–3), these responses also reflect public expectations for stronger accountability, greater transparency, and more inclusive decision-making. Addressing these expectations presents an opportunity to further reinforce public trust.



Key Findings

- 44% of respondents expressed neutral to positive perceptions (scores 4–7) regarding the integrity and goodwill of policymakers.
- 28% reported strong agreement (scores 5–7), reflecting confidence that policymakers seek to protect the interests of ordinary citizens.
- 16% selected the neutral midpoint (4), indicating balanced views and openness to continued improvements.
- 56% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen public confidence through effective governance.

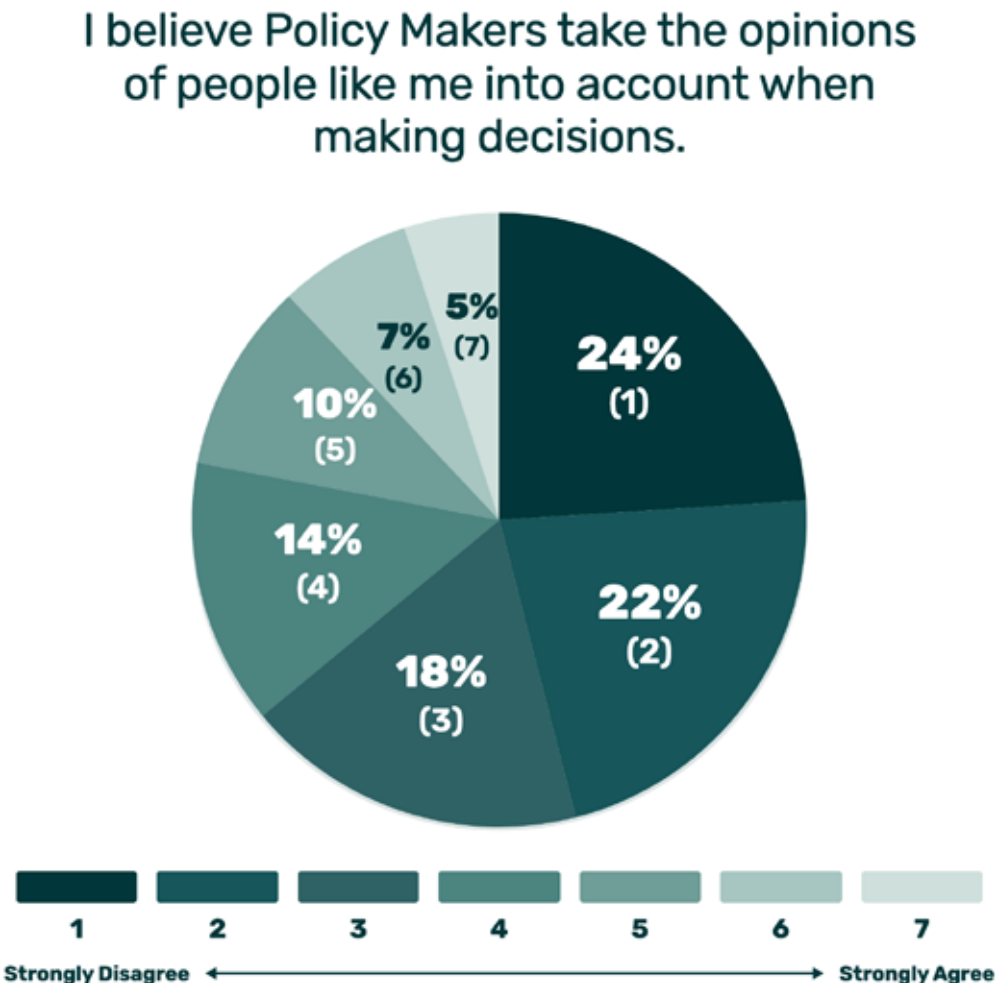
The findings suggest that public trust in policymakers can continue to grow through sustained improvements in governance and citizen engagement. Strengthening transparency, enhancing public participation in policymaking, improving accountability mechanisms, communicating policy outcomes more effectively, and ensuring consistent implementation of reforms can reinforce confidence in public institutions. As policymakers continue to demonstrate integrity through measurable outcomes and responsive governance, public trust is likely to increase, contributing to stronger institutions, greater social cohesion, and improved national development.

Citizen Participation in Policymaking

The survey findings indicate that public expectations for greater citizen participation in policymaking remain strong, while also recognizing ongoing efforts to make governance more inclusive and responsive. When respondents were asked whether policymakers take the opinions of people like them into account when making decisions, the responses reflected balanced views, with 14% selecting the neutral midpoint of the seven-point scale.

Overall, 36% of respondents expressed neutral to positive perceptions (scores 4–7), including 22% who

expressed strong agreement (scores 5–7) that policymakers consider citizens' opinions when formulating policies. These findings suggest that more than one-third of respondents already recognize avenues for public consultation and engagement, while many others expect these mechanisms to become more effective. While 64% of respondents expressed lower levels of agreement (scores 1–3), these responses primarily reflect the public's aspiration for broader consultation, greater transparency, and more meaningful participation in public decision-making. Addressing these expectations presents an opportunity to further strengthen trust between citizens and government institutions.



Key Findings

- 36% of respondents expressed neutral to positive perceptions (scores 4–7) that policymakers take citizens' opinions into account.
- 22% reported strong agreement (scores 5–7), reflecting confidence in existing public consultation processes.
- 14% selected the neutral midpoint (4), indicating balanced views and openness to future improvements.
- 64% expressed lower levels of agreement (scores 1–3), highlighting opportunities to expand citizen engagement and participatory governance.

The findings suggest that strengthening citizen participation represents an important opportunity for enhancing democratic governance in Pakistan. Expanding public consultations, improving stakeholder engagement, strengthening local government participation, increasing the use of digital feedback platforms, and communicating how public input influences policy decisions can further improve public confidence. As participatory governance mechanisms continue to evolve, they can foster stronger trust between citizens and policymakers, improve policy outcomes, and contribute to more transparent, responsive, and inclusive governance.

STRATEGIC SIGNAL: The Proximity Gap

The most striking finding is the trust data is not the size of Pakistan's trust deficit, it is its direction. Trust does not diminish as government becomes more remote. It diminishes as government becomes more proximate. Divisional Commissioners and Mayors; the officials citizens encounter most directly register the lowest confidence of any governance tier in this survey: 18% high trust against 68% low. National policymakers, by contrast, attract 27–28% strong confidence on competence and intent. The closer government gets, the less it is trusted.

This inversion is analytically coherent. Local government is where abstract governance promises meet observable daily reality whether a road is repaired, a hospital has medicine, a permit is issued without a bribe. When delivery fails at the point of contact, distrust is not diffuse; it is specific and accumulated. At the same time, the data on citizen participation where only 22% strongly agree that policymakers consider their views, and 64% express low agreement confirms that exclusion from decisions is experienced locally, even when it is structurally national.

The data also contains a latent asset. Near three in ten respondents affirm that policymakers are competent (27%) and well-intentioned (28%). Pakistanis are not uniformly hostile to their institutions; a meaningful share believes the system is capable and means well. This goodwill is currently failing to convert into trust because visible delivery at the local level where citizens form and update their perceptions is not matching institutional intent. Critically, 14–16% of respondents across all four dimensions selected the neutral midpoint. These are not disillusioned citizens; they are undecided ones. A targeted, attributable improvement in local service quality is sufficient to move them. Every percentage point that shifts from neutral to positive represents a trust dividend achievable without constitutional change.

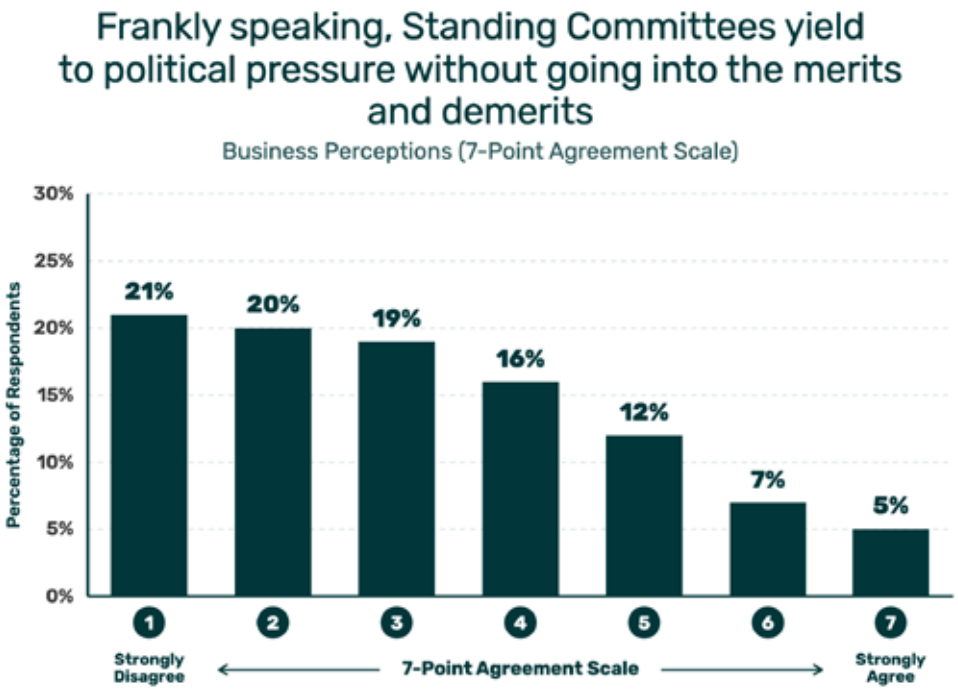
The reform implication is direct. Pakistan's governance agenda has historically concentrated at the national level, accountability legislation, regulatory frameworks, federal transfers. The trust data makes a different structural case: the highest-leverage intervention for public confidence may not be a national framework. It may be a birth certificate issued without a bribe, a public consultation that visibly changes a budget line, and a ward-level performance report that citizens can actually read. Governance trust is built at street level. It is lost there first.

Parliamentary Oversight & Institutional Independence

The survey explored public perceptions of the independence of Parliamentary Standing Committees, which play an important role in scrutinizing legislation, reviewing government performance, and holding public institutions accountable. Respondents were asked whether they believe Standing Committees yield to political pressure rather than objectively assessing the merits and demerits of issues before them. The findings indicate that a majority of respondents perceive room for strengthening the independence of parliamentary oversight.

Overall, 60% of respondents expressed disagreement (scores 1–3) with the proposition that Standing Committees are free from political pressure, while 16% remained neutral and 24% expressed agreement (scores 5–7).

The distribution suggests that public confidence in the independence of Standing Committees remains mixed. Many respondents appear to expect committee deliberations to be more evidence-based, transparent, and insulated from political considerations. At the same time, nearly one-quarter of respondents believe that committees are able to exercise independent judgment, indicating that confidence exists but could be strengthened further.



Key Findings

- 60% of respondents expressed disagreement (scores 1–3) regarding political pressure undermining the independence of Standing Committees.
- 16% selected the neutral midpoint, indicating uncertainty or balanced views.

These findings highlight an opportunity to further strengthen parliamentary oversight mechanisms. Enhancing the transparency of committee proceedings, promoting evidence-based deliberations, increasing expert and public participation, and clearly communicating how committee recommendations are developed could improve public confidence. Strengthening institutional independence and reinforcing merit-based legislative scrutiny would contribute to more effective parliamentary oversight, improved accountability, and greater trust in democratic governance.

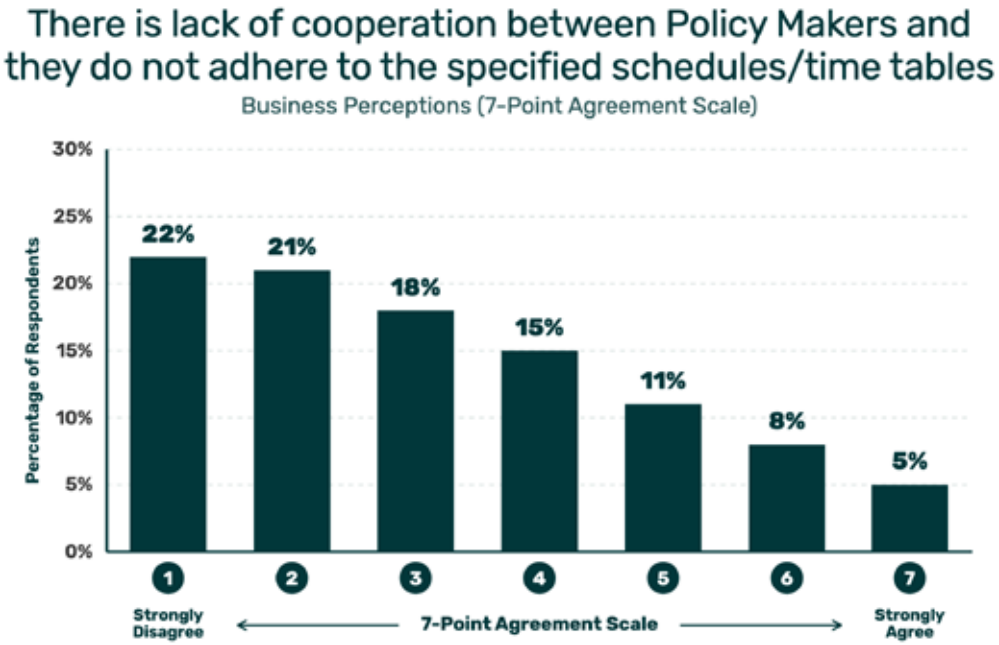
Coordination Among Policymakers

The survey examined public perceptions of coordination and collaboration among policymakers, specifically whether policymakers work together effectively and adhere to agreed schedules and timelines. Effective coordination is an important element of good governance, helping ensure timely policy implementation, institutional efficiency, and continuity in public service delivery.

The findings indicate that respondents see considerable scope for improving coordination and adherence to implementation timelines. Overall, 61% of respondents expressed lower levels of agreement (scores 1–3) that policymakers cooperate effectively and follow established schedules, while 15% remained neutral and 24% expressed agreement (scores 5–7). The distribution suggests that many respondents perceive coordination across policymaking institutions as an area that could be strengthened. Delays in implementation, overlapping responsibilities, and inconsistent adherence to timelines may contribute to these perceptions. At the same time, nearly one-quarter of respondents believe that coordination mechanisms are functioning effectively, indicating a foundation upon which further improvements can be built.

Key Findings

- 61% of respondents expressed lower levels of agreement (scores 1–3), indicating concerns about coordination and adherence to timelines.
- 15% selected the neutral midpoint, reflecting balanced or uncertain views.
- 24% expressed positive perceptions (scores 5–7), indicating confidence in cooperation among policymakers.



The findings highlight an opportunity to strengthen whole-of-government coordination and policy implementation. Improving inter-ministerial collaboration, establishing clearer implementation responsibilities, strengthening performance monitoring, adhering to publicly communicated timelines, and enhancing institutional coordination can improve the effectiveness of policymaking. Greater collaboration among public institutions can accelerate reform implementation, improve service delivery, reinforce public confidence, and contribute to more efficient and responsive governance.

STRATEGIC SIGNAL: The Governance Architecture Gap | Designed to Work, Perceived Not To

Two of the survey's sharpest findings sit side by side and point to the same problem. On the independence of Parliamentary Standing Committees, sixty percent of respondents express lower confidence that committees operate free from political pressure. On coordination among policymakers, sixty-one percent express lower confidence that institutions cooperate effectively and adhere to agreed timelines. In both cases, exactly twenty-four percent express positive confidence. The numerical near-identity across two entirely different governance functions is not coincidence. It is a signal.

Two Symptoms, One Diagnosis

Parliamentary oversight and inter-institutional coordination appear, on the surface, to be distinct challenges. One concerns how laws and institutions are scrutinized; the other concerns how policies are delivered. But

citizens are rating both at almost exactly the same level and that consistency reveals something important. What respondents are assessing is not the formal design of institutions. Pakistan has Standing Committees with defined mandates and coordination mechanisms with established frameworks. The architecture exists. What the survey measures is whether that architecture operates as designed, whether committee deliberations reflect genuine independent judgment, and whether policymakers actually coordinate to deliver on publicly stated timelines.In sixty percent of cases, citizens say they do not

The Twenty-Four Percent That Matters

The consistent twenty-four percent who express positive confidence across both dimensions deserves as much attention as the majority who do not. This is a stable constituency that has experienced or observed genuine institutional independence and effective coordination. Reform that starts with this group and makes its outcomes visible to the sixty percent follows the most credible path toward wider confidence

Independence and Coordination as Mirror Problems

These two dimensions are structural mirror images. Effective oversight requires committees insulated enough from political pressure to scrutinize government honestly. Effective coordination requires institutions aligned enough to implement commitments consistently. Both fail the same way: political dynamics override the formal governance architecture. And the reforms that address both are therefore related, transparent committee proceedings make political pressure harder to exercise invisibly, while clear implementation ownership with public timelines makes coordination failures harder to diffuse.

The compounding cost of both gaps is significant. Oversight and coordination are the connective tissue of democratic governance. When citizens perceive both as underperforming, the entire governance architecture loses credibility not because individual institutions are failing, but because the system linking them is not functioning as a system.

The components exist. The connections between them are what need strengthening.

Regulatory Performance, Opinions, Independence and Burden

NEPRA's Role in Electricity Sector Regulation

The survey assessed public confidence in NEPRA's effectiveness as Pakistan's electricity sector regulator. NEPRA plays a central role in regulating power generation, transmission, and distribution, while promoting competition, consumer protection, and reliable electricity services.

The findings suggest that public perceptions of NEPRA's effectiveness remain mixed, indicating opportunities to further strengthen confidence in the regulatory framework. Overall, 47.3% of respondents expressed lower levels of agreement (scores 1–2), while 13.7% remained neutral and 22.4% expressed positive agreement (scores 5–7). The remaining 16.6% selected score 3, reflecting views that are closer to disagreement than agreement.

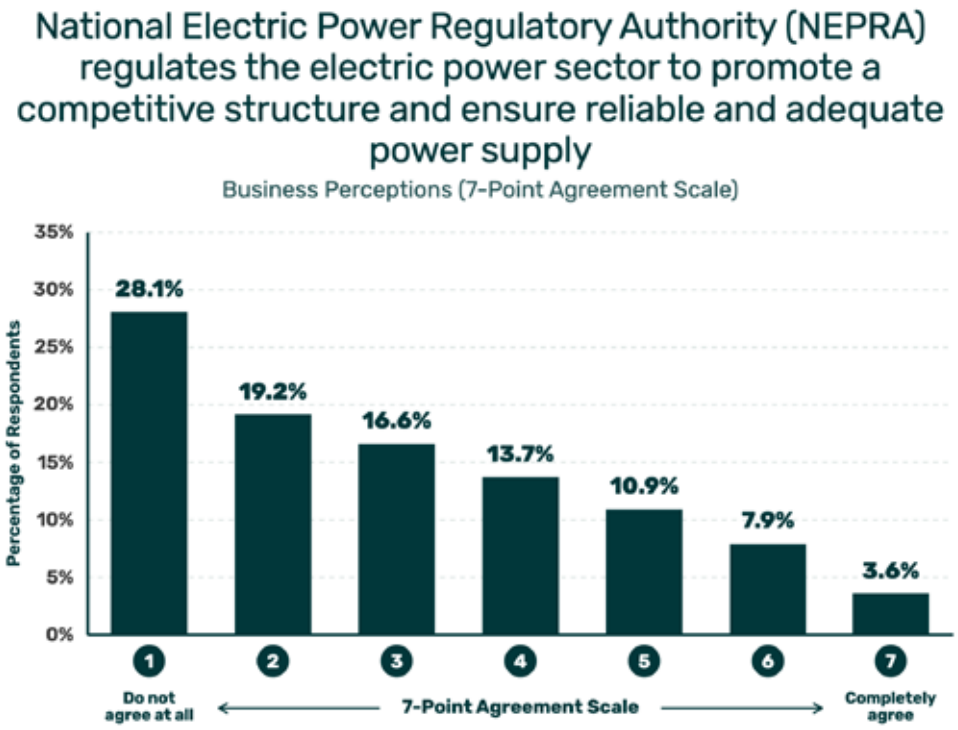
The results indicate that many respondents believe there is scope to further improve the reliability, affordability, and competitiveness of the electricity sector. These perceptions are likely influenced by consumers' day-to-day experiences with electricity supply, tariff adjustments, service quality, and sector performance rather than by the regulator's statutory mandate alone.

Key Findings

- 47.3% expressed lower levels of agreement (scores 1–2) regarding NEPRA's effectiveness.
- 16.6% selected score 3, indicating moderate reservations.
- 13.7% selected the neutral midpoint (4).
- 22.4% expressed positive agreement (scores 5–7) that NEPRA effectively regulates the power sector.

The findings suggest that strengthening public confidence in the electricity regulatory framework remains an important opportunity. Continued reforms aimed at improving service reliability, increasing transparency in tariff-setting, strengthening consumer protection, encouraging competition, expanding renewable energy integration, and enhancing communication with consumers can reinforce trust in NEPRA's regulatory

role. As power sector reforms continue and service delivery improves, public confidence in the regulator's effectiveness is also likely to strengthen, supporting a more efficient, competitive, and sustainable electricity sector.



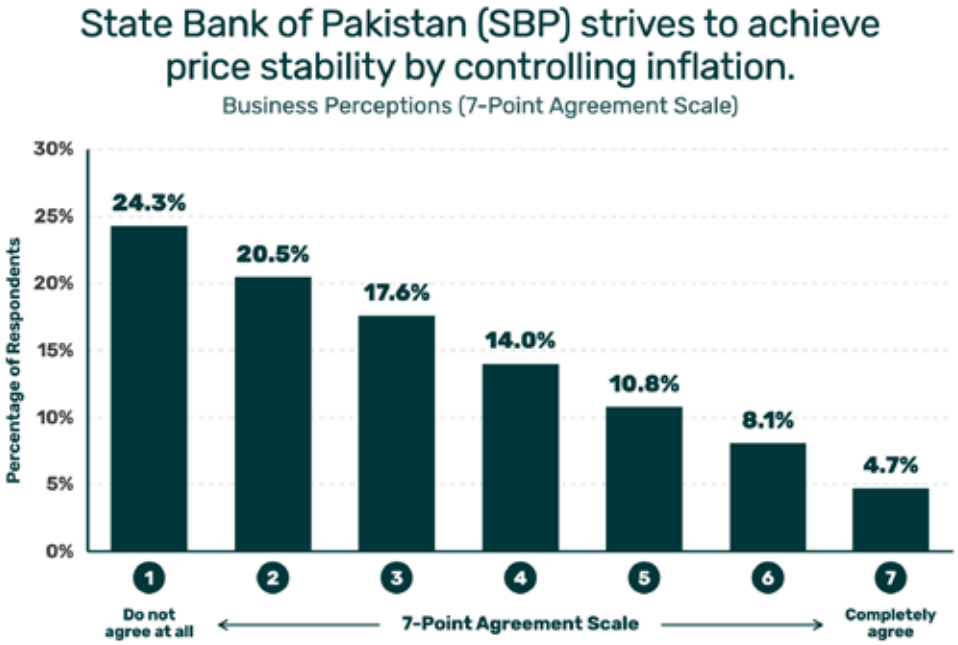
State Bank of Pakistan (SBP): Price Stability

The survey assessed public perceptions of the State Bank of Pakistan's role in maintaining price stability, one of its primary statutory objectives. The findings reflect a balanced public assessment, with many respondents recognizing the SBP's efforts while also expressing expectations for continued progress in maintaining stable prices and protecting purchasing power.

Overall, 37.6% of respondents expressed neutral to positive perceptions (scores 4–7), including 23.6% who expressed strong agreement (scores 5–7) that the SBP is effectively pursuing its mandate of controlling inflation. In addition, 14% selected the neutral midpoint, indicating that a considerable proportion of respondents acknowledge the SBP's role while awaiting further improvements in inflation outcomes. At the same time, 62.4% of respondents expressed lower levels of agreement (scores 1–3), reflecting the economic pressures experienced during recent periods of elevated inflation. These responses are likely influenced by consumers' day-to-day experiences with the cost of living rather than by perceptions of the SBP's institutional mandate alone.

Key Findings

- 37.6% of respondents expressed neutral to positive perceptions (scores 4–7) regarding the SBP's efforts to maintain price stability.
- 23.6% reported strong agreement (scores 5–7), reflecting confidence in the SBP's commitment to controlling inflation.
- 14% selected the neutral midpoint (4), indicating balanced views and recognition of ongoing efforts.
- 62.4% expressed lower levels of agreement (scores 1–3), highlighting public expectations for sustained improvements in price stability.



The findings suggest that public confidence in monetary policy can continue to strengthen as macroeconomic stability is consolidated. Recent improvements in inflation trends, prudent monetary policy, stronger external balances, and enhanced financial sector resilience provide a foundation for reinforcing confidence in the SBP's mandate. Continued policy consistency, clear communication of monetary decisions, and sustained progress toward low and stable inflation can further strengthen public trust, support investment, protect household purchasing power, and contribute to long-term economic stability.

Effectiveness of PEMRA

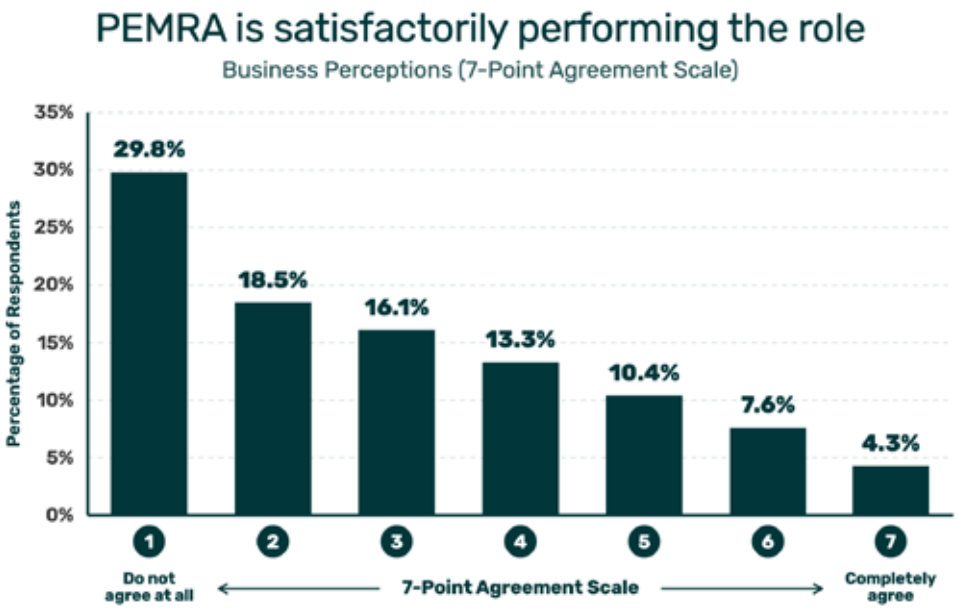
The survey assessed public perceptions of PEMRA's effectiveness in regulating Pakistan's electronic media sector. As the country's media regulator, PEMRA is responsible for promoting fair broadcasting practices, protecting public interest, ensuring compliance with media regulations, and facilitating the growth of a vibrant electronic media landscape.

The findings indicate that public perceptions of PEMRA's performance remain balanced, with opportunities to further strengthen confidence in its regulatory role. Overall, 35.6% of respondents expressed neutral to positive perceptions (scores 4–7), including 22.3% who expressed strong agreement (scores 5–7) that PEMRA is performing its role satisfactorily. Additionally, 13.3% selected the neutral midpoint, suggesting that many respondents acknowledge PEMRA's role while expecting further improvements in regulatory effectiveness. At the same time, 64.4% of respondents expressed lower levels of agreement (scores 1–3), reflecting expectations for enhanced regulatory consistency, greater transparency, balanced enforcement, and improved service to media stakeholders.

Key Findings

- 35.6% of respondents expressed neutral to positive perceptions (scores 4–7) regarding PEMRA's performance.
- 22.3% reported strong agreement (scores 5–7), reflecting confidence in PEMRA's regulatory role.
- 13.3% selected the neutral midpoint (4), indicating balanced views and recognition of ongoing efforts.
- 64.4% expressed lower levels of agreement (scores 1–3), highlighting opportunities for continued institutional improvement.

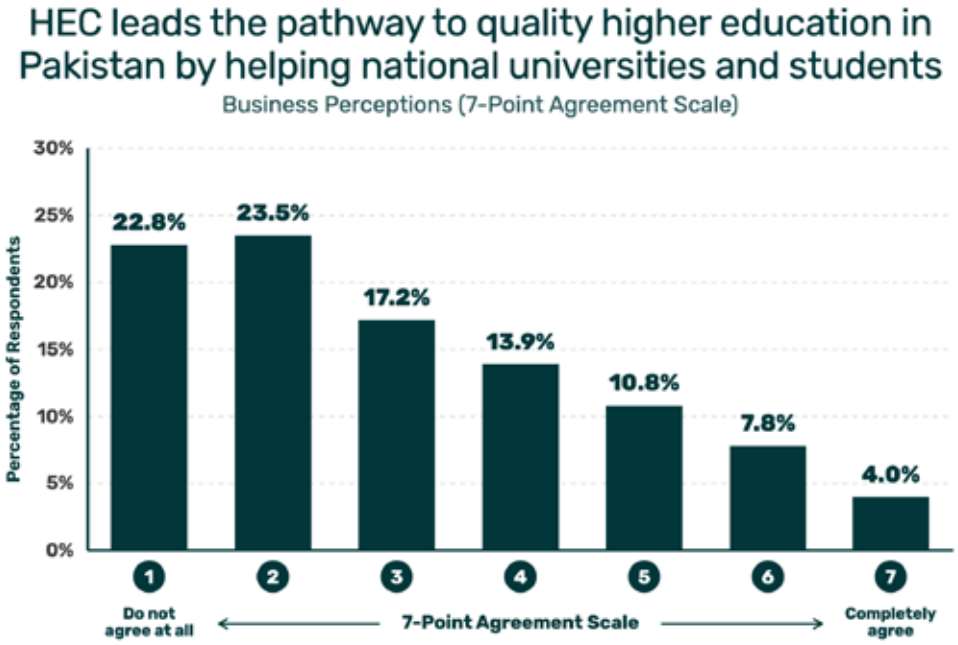
The findings suggest that continued modernization of media regulation can further strengthen public confidence in PEMRA. Enhancing transparency in regulatory decisions, maintaining consistent implementation of media standards, strengthening stakeholder engagement, improving complaint resolution mechanisms, and adapting regulatory approaches to the evolving digital media environment can reinforce trust in the institution. As Pakistan's media ecosystem continues to expand and diversify, sustained institutional reforms can help ensure a regulatory framework that supports media freedom, professional standards, public accountability, and responsible broadcasting



HEC's Role in Advancing Quality Higher Education

The survey assessed public perceptions of the Higher Education Commission's (HEC) role in advancing the quality of higher education in Pakistan. HEC is mandated to strengthen universities, promote research and innovation, enhance academic standards, and expand opportunities for students through scholarships, accreditation, and institutional development.

The findings indicate that public perceptions of HEC are balanced, with respondents recognizing its contributions while also expressing expectations for continued improvements in the higher education sector. Overall, 36.5% of respondents expressed neutral to positive perceptions (scores 4–7), including 22.6% who expressed strong agreement (scores 5–7) that HEC is effectively supporting universities and students. A further 13.9% selected the neutral midpoint, suggesting that many respondents acknowledge HEC's role while expecting its impact to become more visible. Meanwhile, 63.5% of respondents expressed lower levels of agreement (scores 1–3). These responses likely reflect public expectations for further improvements in the quality of teaching, research, graduate employability, equitable access to higher education, university governance, and stronger linkages between academia and industry.



Key Finding

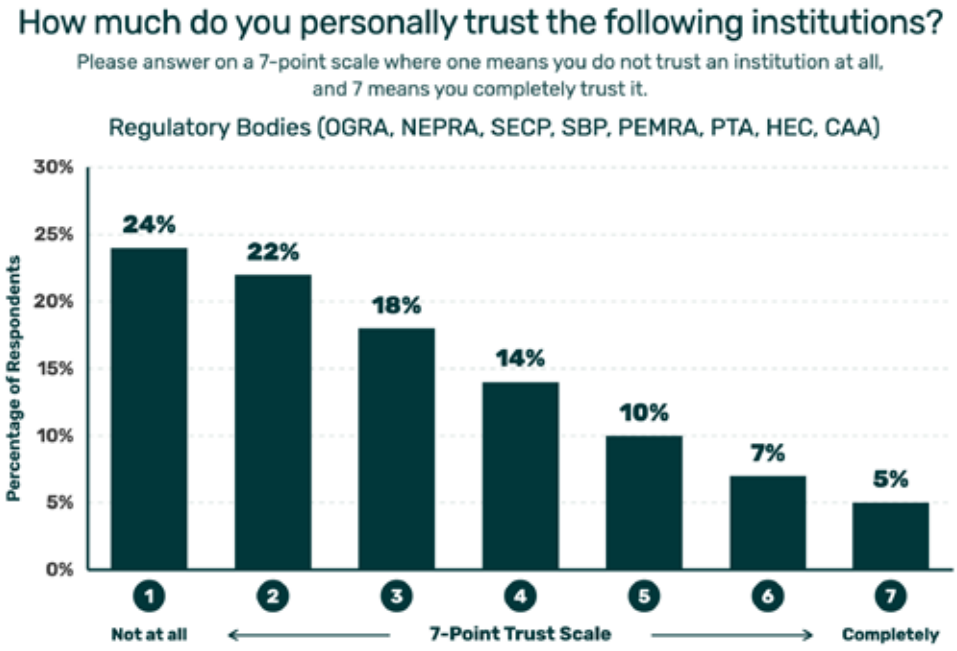
- 36.5% of respondents expressed neutral to positive perceptions (scores 4–7) regarding HEC's contribution to higher education.
- 22.6% reported strong agreement (scores 5–7), reflecting confidence in HEC's role in supporting universities and students.
- 13.9% selected the neutral midpoint (4), indicating balanced views and recognition of ongoing efforts.
- 63.5% expressed lower levels of agreement (scores 1–3), highlighting opportunities for continued improvement across the higher education sector.

The findings suggest that HEC has an opportunity to further strengthen public confidence by continuing to enhance the quality, accessibility, and relevance of higher education in Pakistan. Continued investment in research and innovation, faculty development, international collaboration, digital learning, accreditation standards, scholarships, and stronger university-industry partnerships can reinforce HEC's leadership role. As these reforms continue to mature, they have the potential to improve educational outcomes, strengthen human capital, foster innovation, and enhance Pakistan's competitiveness in the global knowledge economy

Overall Trust in Regulatory Bodies

The survey examined public trust in Pakistan's key regulatory institutions responsible for overseeing critical sectors of the economy and public services. These regulators play an important role in ensuring market stability, consumer protection, fair competition, financial integrity, public safety, and the effective delivery of essential services.

The findings indicate that public trust in regulatory institutions is developing, with respondents recognizing their importance while expecting continued improvements in effectiveness, transparency, and service delivery. Overall, 36% of respondents expressed neutral to positive levels of trust (scores 4–7), including 22% who reported high trust (scores 5–7). A further 14% selected the neutral midpoint, reflecting balanced views and openness to future improvements. Meanwhile, 64% of respondents expressed lower levels of trust (scores 1–3). These perceptions are likely influenced by personal experiences, sector-specific challenges, and expectations regarding regulatory effectiveness, responsiveness, and accountability. Given that the question measures general trust across eight different regulatory bodies, the responses represent an overall perception of Pakistan's regulatory landscape rather than the performance of any single institution



Key Findings

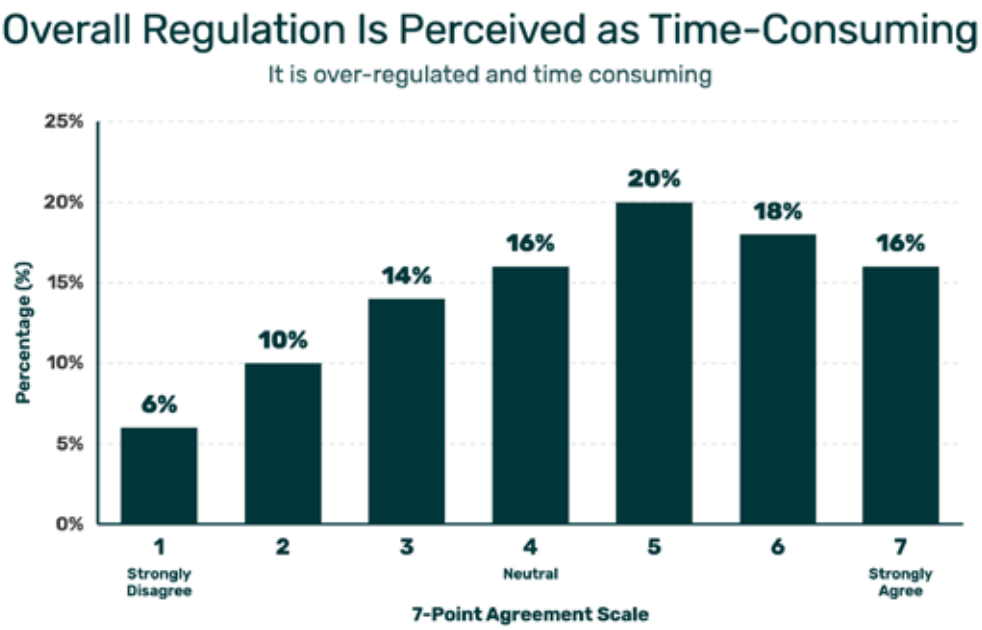
- 36% of respondents expressed neutral to positive trust (scores 4–7) in Pakistan's regulatory institutions.
- 22% reported high trust (scores 5–7), reflecting confidence in the role of regulatory authorities.
- 14% selected the neutral midpoint (4), indicating balanced views and recognition of ongoing institutional efforts.

- 64% expressed lower levels of trust (scores 1–3), highlighting opportunities to further strengthen institutional credibility and public confidence.

The findings suggest that strengthening trust in regulatory institutions remains an important opportunity for governance reform. Continued efforts to improve transparency, regulatory consistency, consumer protection, digital service delivery, stakeholder engagement, and accountability can reinforce confidence in these institutions. As regulatory reforms continue and institutional performance becomes more visible, public trust is likely to increase. Strong, credible, and independent regulators are essential for promoting economic stability, protecting citizens' interests, attracting investment, and fostering sustainable national development

Regulatory Efficiency

The survey findings suggest that businesses see opportunities to further streamline Pakistan's regulatory environment to improve competitiveness and efficiency. When respondents were asked whether the overall level of regulation is over-regulated and time-consuming, the responses indicate that many businesses believe regulatory processes can be simplified to better support growth and investment. Overall, 70% of respondents expressed neutral to strong agreement (scores 4–7), including 54% who strongly agreed (scores 5–7) that regulatory requirements are time-consuming. These findings highlight a strong consensus within the business community that simplifying administrative procedures could significantly improve the ease of doing business. Only 30% of respondents expressed lower levels of agreement (scores 1–3), indicating that while some businesses experience fewer regulatory challenges, the majority believe there is considerable scope for regulatory modernization.



Key Findings

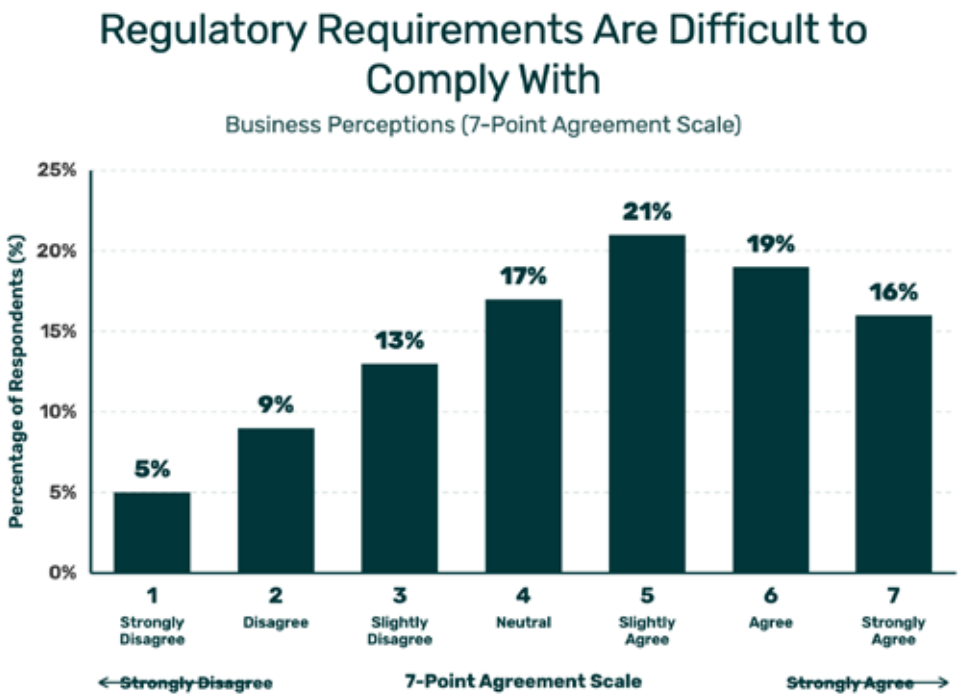
- 70% of respondents expressed neutral to positive agreement (scores 4–7) that regulatory processes are time-consuming.
- 54% reported strong agreement (scores 5–7), demonstrating broad support for regulatory simplification.
- 16% selected the neutral midpoint (4), indicating balanced views while acknowledging opportunities for improvement.
- 30% expressed lower levels of agreement (scores 1–3).

The findings indicate that businesses strongly support continued regulatory reform aimed at improving efficiency and reducing administrative burdens. Streamlining approval processes, expanding digital licensing and permitting systems, reducing unnecessary compliance requirements, introducing one-window services, and increasing coordination among regulatory agencies can substantially improve the business environment. These reforms have the potential to reduce compliance costs, accelerate investment decisions, encourage entrepreneurship, and enhance Pakistan's competitiveness as an attractive destination for domestic and foreign investment.

Ease of Regulatory Compliance

The survey findings indicate that businesses see significant opportunities to simplify regulatory compliance and improve the ease of doing business in Pakistan. When respondents were asked whether regulatory requirements are difficult to comply with, the results demonstrate a strong consensus that simplifying compliance processes would help businesses operate more efficiently and competitively. Overall, 73% of respondents expressed neutral to strong agreement (scores 4–7), including 56% who strongly agreed (scores 5–7) that regulatory compliance is challenging. These findings highlight broad support for reforms that simplify regulatory requirements, reduce compliance costs, and improve administrative efficiency.

Only 27% of respondents expressed lower levels of agreement (scores 1–3), indicating that while some businesses experience fewer compliance challenges, the majority believe there is considerable scope for streamlining regulatory procedures.



Key Findings

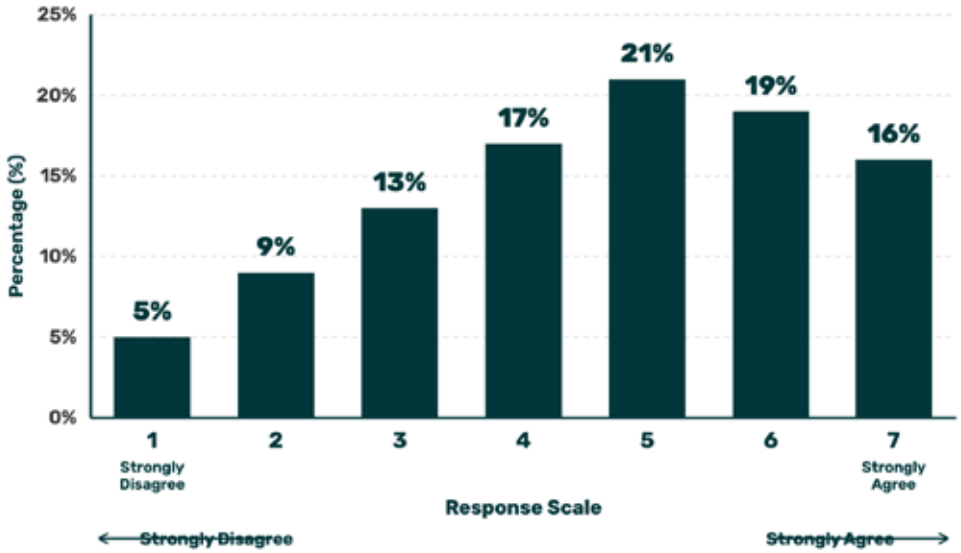
- 73% of respondents expressed neutral to strong agreement (scores 4–7) that regulatory requirements are difficult to comply with.
- 56% reported strong agreement (scores 5–7), indicating widespread support for simplifying compliance procedures.
- 17% selected the neutral midpoint (4), suggesting balanced views while acknowledging opportunities for improvement.
- 27% expressed lower levels of agreement (scores 1–3).

The findings suggest that regulatory simplification remains a key opportunity to strengthen Pakistan's business environment. Businesses would benefit from streamlined compliance requirements, harmonized regulations, expanded digital filing systems, one-window regulatory services, and reduced administrative complexity. These improvements can lower compliance costs, reduce the time required to meet regulatory obligations, encourage entrepreneurship, improve investor confidence, and enhance Pakistan's competitiveness as a destination for business and investment.

Administrative Burden on Businesses

The survey findings indicate that businesses see significant opportunities to improve Pakistan's regulatory environment by reducing paperwork and simplifying administrative procedures. When respondents were asked whether extraordinary paperwork and bureaucracy are obstacles to business success, the responses revealed a strong consensus that streamlining government processes would substantially improve the ease

of doing business. Overall, 76% of respondents expressed neutral to strong agreement (scores 4–7), including 60% who strongly agreed (scores 5–7) that excessive paperwork and bureaucracy present challenges for businesses. This is one of the strongest levels of agreement recorded among the regulatory environment indicators, highlighting the importance of administrative reform. Only 24% of respondents expressed lower levels of agreement (scores 1–3), indicating that while some businesses experience fewer bureaucratic hurdles, the overwhelming majority support measures to simplify regulatory processes



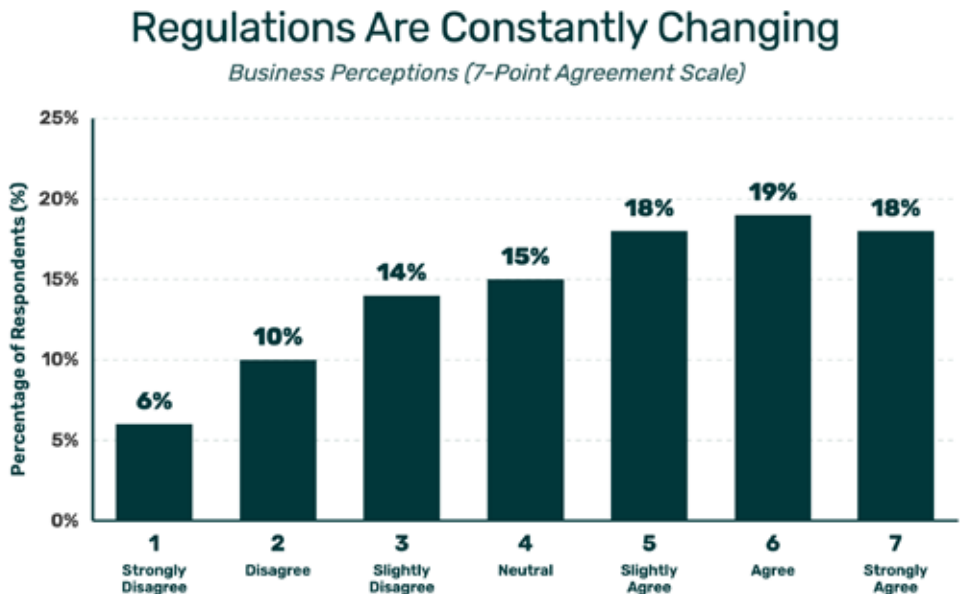
Key Findings

- 76% of respondents expressed neutral to strong agreement (scores 4–7) that excessive paperwork and bureaucracy are obstacles to business success.
- 60% reported strong agreement (scores 5–7), representing one of the highest levels of consensus across the regulatory indicators.
- 16% selected the neutral midpoint (4), reflecting balanced views while acknowledging room for improvement.
- 24% expressed lower levels of agreement (scores 1–3).

The findings suggest that reducing administrative complexity represents one of the greatest opportunities to strengthen Pakistan's business environment. Simplifying documentation requirements, expanding paperless government services, introducing one-window regulatory systems, harmonizing compliance procedures across agencies, and accelerating digital transformation can significantly reduce the administrative burden on businesses. These reforms would improve operational efficiency, lower compliance costs, shorten approval timelines, encourage entrepreneurship, enhance investor confidence, and strengthen Pakistan's competitiveness as an attractive destination for domestic and foreign investment.

Regulatory Stability

The survey findings indicate that businesses value a more stable and predictable regulatory environment to support long-term growth and investment. When respondents were asked whether frequently changing regulations create obstacles to business success, the results suggest that regulatory consistency remains an important priority for the business community. Overall, 70% of respondents expressed neutral to strong agreement (scores 4–7), including 55% who strongly agreed (scores 5–7) that frequent regulatory changes make compliance more challenging. These findings highlight broad support for greater regulatory stability, consistency, and clear communication of policy changes. Only 30% of respondents expressed lower levels of agreement (scores 1–3), indicating that while some businesses are less affected by regulatory changes, the majority believe that a more predictable regulatory framework would improve business planning and operational efficiency.



Key Findings

- 70% of respondents expressed neutral to strong agreement (scores 4–7) that frequent regulatory changes create business challenges.
- 55% reported strong agreement (scores 5–7), demonstrating strong demand for greater regulatory consistency.
- 15% selected the neutral midpoint (4), indicating balanced views while recognizing opportunities for improvement.
- 30% expressed lower levels of agreement (scores 1–3).

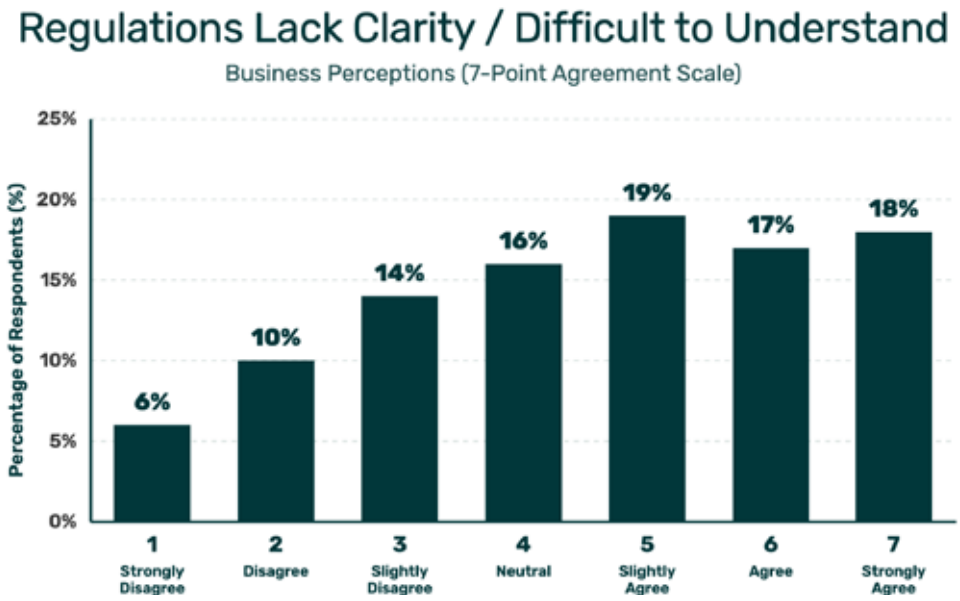
The findings suggest that greater regulatory predictability represents a significant opportunity to strengthen Pakistan's investment and business climate. Stable regulations, advance notice of policy changes, structured stakeholder consultations, harmonized regulatory frameworks, and clear implementation timelines can improve business confidence and reduce compliance uncertainty. By enhancing regulatory consistency while maintaining effective oversight, Pakistan can create a more predictable environment that encourages investment, supports innovation, facilitates long-term planning, and strengthens overall economic competitiveness.

Regulatory Clarity

The survey findings indicate that businesses see significant opportunities to improve the regulatory environment through clearer, more accessible, and easier-to-understand regulations. When respondents were asked whether regulations lack clarity or are difficult to understand, the results suggest that improving regulatory communication and guidance would help businesses comply more efficiently and operate with greater confidence. Overall, 70% of respondents expressed neutral to strong agreement (scores 4–7), including 54% who strongly agreed (scores 5–7) that regulatory requirements could be made clearer and easier to understand. These findings highlight broad support for simplifying regulatory language, improving guidance, and increasing transparency in regulatory implementation. Only 30% of respondents expressed lower levels of agreement (scores 1–3), indicating that while some businesses experience fewer difficulties, the majority believe that greater clarity would improve compliance and reduce uncertainty.

Key Findings

- 70% of respondents expressed neutral to strong agreement (scores 4–7) that regulations are difficult to understand.
- 54% reported strong agreement (scores 5–7), demonstrating widespread support for clearer regulatory guidance.
- 16% selected the neutral midpoint (4), indicating balanced views while recognizing opportunities for improvement.
- 30% expressed lower levels of agreement (scores 1–3).



The findings suggest that improving the clarity and accessibility of regulations represents an important opportunity to enhance Pakistan's business environment. Simplifying regulatory language, publishing practical compliance guidelines, providing sector-specific guidance, expanding digital information portals, and strengthening communication between regulators and businesses can reduce compliance costs and improve regulatory certainty. By making regulations easier to understand and implement, Pakistan can foster greater business confidence, encourage investment, improve voluntary compliance, and strengthen the country's overall ease of doing business.

STRATEGIC SIGNAL: Pakistan's Regulatory Landscape | Trusted in Purpose, Tested in Practice

The regulatory data in this survey tells two distinct but related stories that, read together, define Pakistan's single most actionable governance opportunity. The first is about institutional confidence: how citizens and businesses view individual regulators. The second is about regulatory experience: how businesses actually encounter regulation in practice. Both stories converge on the same conclusion, Pakistan's regulatory framework is recognized as necessary and legitimate, but experienced as unnecessarily difficult to navigate.

Institutional Confidence: A Consistent Baseline With Notable Variation

Across the regulators assessed individually, public confidence clusters around a consistent band. Overall trust in Pakistan's regulatory bodies measured across OGRA, NEPRA, SECP, SBP, PEMRA, PTA, HEC, and CAA sits at thirty-six percent neutral to positive, with twenty-two percent expressing high confidence. Individual regulators largely reflect this pattern: PEMRA at thirty-five percent, HEC at thirty-six percent, and SBP at thirty-eight percent the strongest individual reading in the group.

SBP's comparatively stronger position is significant and instructive. It is the regulator whose mandate is price stability and monetary policy which has produced the most recently visible and measurable results. Citizens and businesses experiencing lower inflation and greater financial sector stability are more likely to credit the institution responsible for that outcome. The SBP finding is a proof point for a broader principle: regulatory confidence tracks performance, and performance that citizens can feel in their daily economic lives moves the numbers fastest.

NEPRA stands as the sharpest contrast. With only twenty-two percent expressing positive confidence the lowest individual reading among regulators assessed it reflects the lived electricity experience of most Pakistanis: unreliable supply, tariff volatility, and the compounding frustrations of load-shedding and billing disputes. NEPRA's low confidence is not primarily a communication failure. It is a sector performance problem that the regulator is associated with regardless of its statutory mandate. This matters for reform sequencing: restoring confidence in energy regulation requires visible improvements in electricity reliability and affordability, not only in regulatory communication.

The pattern across all institutional assessments reinforces what the broader survey data consistently shows: citizens distinguish between the regulator and the sector it regulates, but not always cleanly. When sectors perform poorly, regulators absorb the reputational cost even where their institutional conduct is sound. And when sectors improve, as monetary policy appears to be doing, regulators benefit from the association.

The Business Experience: Where Consensus Is Overwhelming

If institutional trust tells a story of moderate confidence with room to grow, the business regulatory experience data tells a fundamentally different story one of near-consensus on a specific set of problems.

Seventy percent of respondents agree that regulatory processes are over-regulated and time-consuming. Seventy-three percent find regulatory requirements difficult to comply with. Seventy percent cite frequent regulatory changes as an obstacle to business planning. Seventy percent find regulations unclear or difficult to understand. And at the top of the scale, seventy-six percent the strongest level of agreement across all regulatory indicators in the survey identify excessive paperwork and bureaucracy as a direct obstacle to business success.

These numbers do not describe a fragmented set of isolated complaints. They describe a coherent system-level experience: regulation that is complex to understand, difficult to comply with, expensive in time and documentation, unpredictable in its changes, and inaccessible in its processes. A business navigating Pakistan's regulatory environment encounters all five of these obstacles simultaneously, which is why the consensus is so high and so consistent across dimensions.

The strategic implication is precise. The problem is not regulation itself, businesses are not asking for deregulation. They are asking for simplification. The distinction matters enormously for reform design. Removing regulations reduces the state's capacity to protect consumers, maintain standards, and manage systemic risk. Simplifying regulations achieves the same reduction in compliance burden while preserving the underlying governance function. Pakistan's business community is not anti-regulation. It is anti-complexity.

The Unified Strategic Read

Both stories institutional confidence and business experience point toward the same reform frontier. The regulators that enjoy stronger public confidence are those whose work is legible: citizens understand what they do, can see the outcomes of their decisions, and experience the results in their daily lives. The regulatory processes that generate the strongest business frustration are those that are illegible: complex, opaque, unpredictable, and paper-heavy.

Legibility is the connective concept. A regulatory institution that publishes clear decisions, communicates policy changes in advance, provides plain-language compliance guidance, and resolves complaints visibly is building exactly the conditions under which institutional trust grows. A regulatory process that replaces manual paperwork with digital systems, consolidates overlapping requirements, establishes predictable timelines, and offers one-window access addresses exactly the friction that seventy-six percent of businesses are identifying as their primary obstacle.

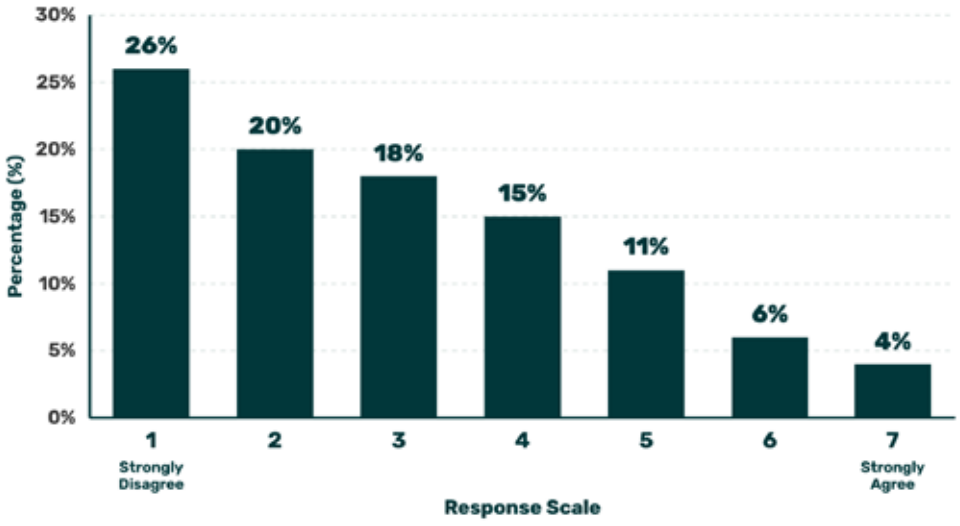
Pakistan does not need a smaller regulatory state. It needs a more legible one where what regulators do is understandable, where how to comply is accessible, where decisions are transparent, and where the outcomes of regulation are visible in the lives of the citizens and businesses it serves.

That is not a distant aspiration. It is an operational agenda, and the data shows that where institutions have moved toward it, confidence has already begun to follow.

GOVERNMENT OPENNESS AND RULE OF LAW

Government Institutions Share Information Openly

The survey findings provide valuable insights into public perceptions of government openness and highlight important opportunities to strengthen transparency across Pakistan's public sector. When respondents were asked whether government institutions share information openly, the largest proportion (15%) selected the neutral midpoint of the seven-point scale, reflecting a balanced and measured assessment of current practices. Overall, 36% of respondents expressed neutral to positive perceptions (scores 4–7), while 21% reported strong agreement (scores 5–7), indicating that a significant segment of the population recognizes ongoing efforts to improve public access to government information. At the same time, 64% of respondents expressed lower levels of agreement (scores 1–3), suggesting that there remains considerable scope to further strengthen transparency and communication between government institutions and citizens. The findings point less to a rejection of transparency initiatives and more to an expectation for greater openness, easier access to public information, and more proactive disclosure of government decisions and performance. Pakistan has made notable progress in recent years through digital governance initiatives, e-government platforms, open data portals, online procurement systems, and greater public availability of official information. Continued investment in these reforms can further enhance institutional transparency and improve citizen confidence.



Key Findings

- 36% of respondents expressed neutral to positive perceptions (scores 4–7) that government institutions share information openly.
- 21% reported strong agreement (scores 5–7), reflecting confidence in existing transparency initiatives.

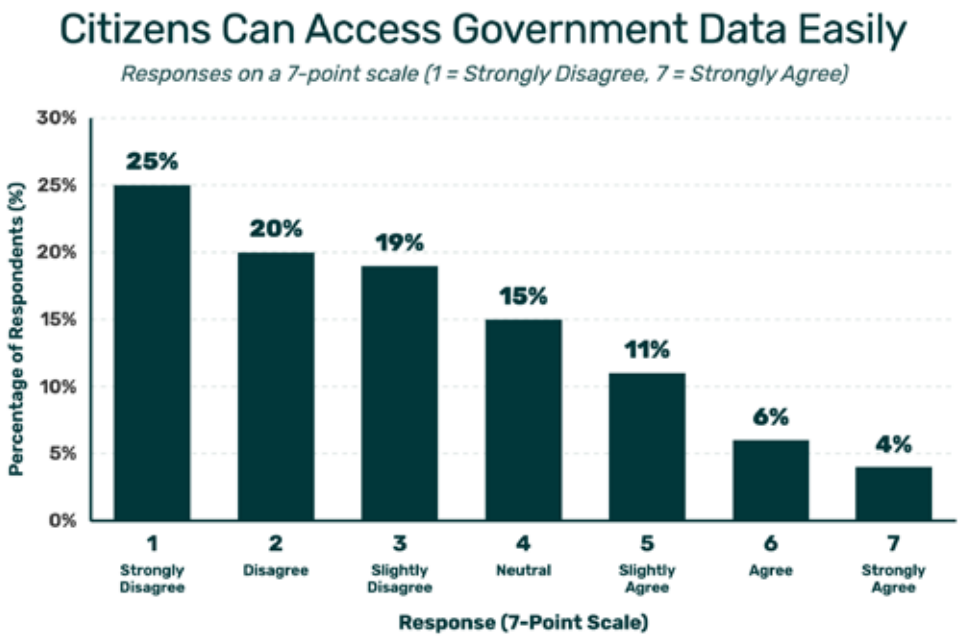
- 15% selected the neutral midpoint (4), indicating balanced views and openness to continued progress.
- 64% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further improve public communication and information disclosure.

The findings suggest that government transparency remains an evolving area of governance reform. Respondents acknowledge progress while expressing expectations for greater openness, accessibility, and proactive disclosure of public information. Strengthening right-to-information implementation, expanding digital government services, publishing timely performance data, enhancing budget transparency, and improving citizen engagement can further reinforce public trust. As transparency initiatives continue to mature, they are likely to strengthen accountability, improve public confidence in institutions, and contribute to more effective, participatory, and responsive governance in Pakistan.

Citizens Can Access Government Data Easily

The survey provides valuable insights into public perceptions of access to government information and highlights significant opportunities to further strengthen open government initiatives in Pakistan. When respondents were asked whether citizens can access government data easily, the largest proportion (15%) selected the neutral midpoint of the seven-point scale, indicating a balanced assessment and suggesting that many respondents recognize ongoing progress while expecting further improvements.

Overall, 36% of respondents expressed neutral to positive perceptions (scores 4–7) regarding access to government data, including 21% who expressed strong agreement (scores 5–7). These findings indicate that a substantial proportion of citizens acknowledge the increasing availability of government information through digital platforms, online portals, e-governance initiatives, and public information systems. At the same time, 64% of respondents expressed lower levels of agreement (scores 1–3), highlighting continued opportunities to enhance accessibility, usability, and awareness of government data. Improving citizens' ability to locate, understand, and utilize public information can further strengthen transparency, accountability, and evidence-based public participation.



Pakistan has made important progress through digital governance initiatives, right-to-information frameworks, online service portals, open procurement systems, and electronic public services. Continued expansion of these initiatives, combined with greater public awareness and user-friendly digital platforms, can significantly improve citizens' experience in accessing government information.

Key Findings

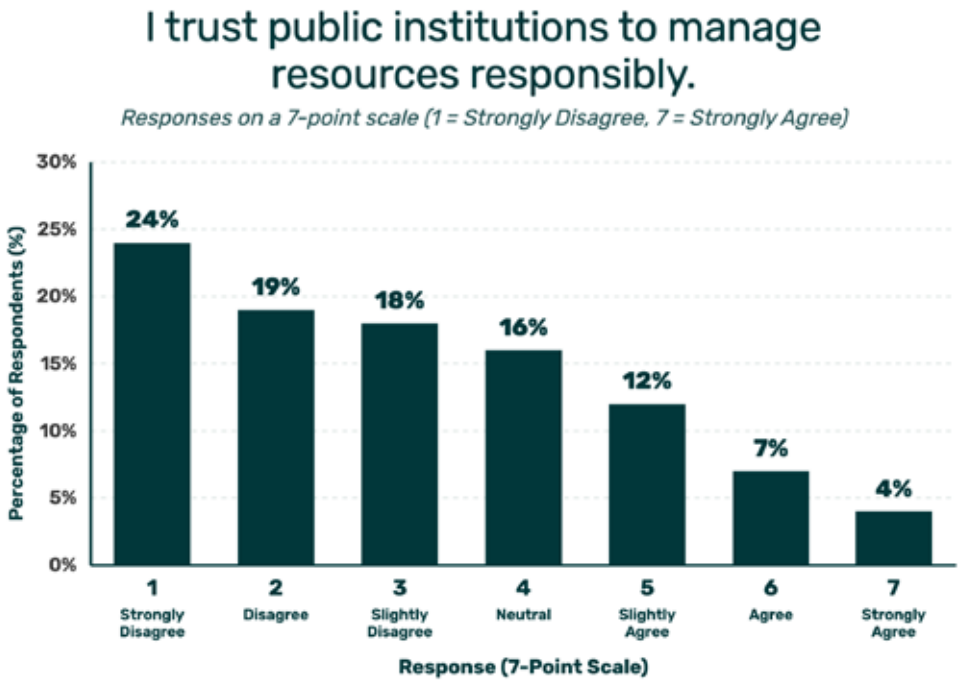
- 36% of respondents expressed neutral to positive perceptions (scores 4–7) that citizens can access government data easily.
- 21% reported strong agreement (scores 5–7), reflecting confidence in the growing availability of government information.

- 15% selected the neutral midpoint (4), indicating balanced views and openness to continued improvements.
- 64% expressed lower levels of agreement (scores 1–3), suggesting opportunities to improve the accessibility and usability of public data.

The findings suggest that public access to government data is an evolving pillar of transparency in Pakistan. While respondents recognize progress in digital government and information disclosure, they also expect easier access, more comprehensive datasets, and simpler navigation of public information systems. Continued investment in open data platforms, right-to-information implementation, digital public services, proactive disclosure policies, and citizen-friendly data portals can substantially strengthen public confidence. Enhancing access to reliable government information will not only improve transparency but also reinforce accountability, encourage informed civic participation, and support more responsive and evidence-based governance.

Public Trust in the Responsible Management of Public Resources

The survey provides valuable insights into public perceptions of how responsibly public institutions manage national resources. The findings suggest that while respondents expect continued improvements in governance and public financial management, there is also a meaningful foundation of confidence upon which institutions can build. The largest proportion of respondents (16%) selected the neutral midpoint of the seven-point scale, indicating a balanced assessment and openness to future progress. Overall, 39% of respondents expressed neutral to positive perceptions (scores 4–7) that public institutions manage resources responsibly, including 23% who expressed strong agreement (scores 5–7). This indicates that nearly two-fifths of respondents recognize efforts being made to improve financial governance, transparency, and accountability within public institutions. At the same time, 61% of respondents expressed lower levels of agreement (scores 1–3), highlighting an opportunity to further strengthen public confidence through enhanced fiscal transparency, stronger oversight, improved public expenditure management, and more visible accountability for the use of public resources. Recent reforms in digital public finance management, e-procurement, electronic budgeting, public financial reporting, and strengthened audit practices provide a platform for increasing confidence in how government resources are managed. Continued implementation of these initiatives can further improve transparency and reinforce public trust.



Key Findings

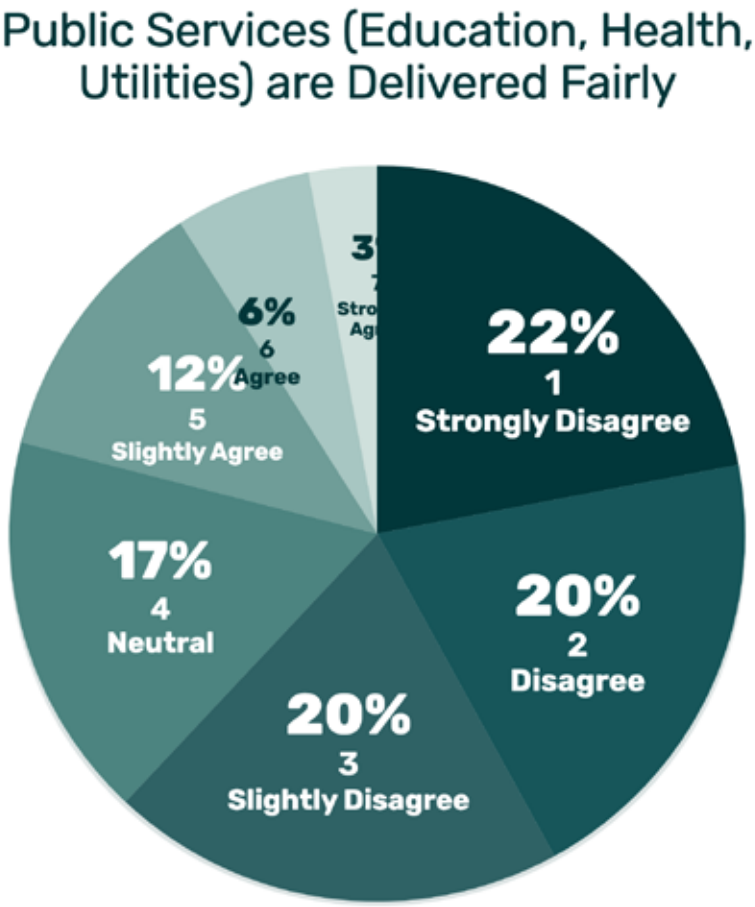
- 39% of respondents expressed neutral to positive perceptions (scores 4–7) that public institutions manage resources responsibly.
- 23% reported strong agreement (scores 5–7), reflecting confidence in ongoing improvements to public financial management.

- 16% selected the neutral midpoint (4), suggesting balanced views and openness to continued reform.
- 61% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen fiscal transparency and accountability.

The findings suggest that responsible public resource management remains an important area for continued governance reform. Respondents recognize progress while expecting greater transparency in budgeting, procurement, public expenditure, and financial oversight. Strengthening independent audits, expanding digital financial management systems, publishing expenditure data, and improving public reporting can further enhance institutional credibility. As governments continue to demonstrate prudent stewardship of public resources, public trust is likely to increase, reinforcing transparency, accountability, and confidence in Pakistan's governance institutions.

Public Services Delivered Fairly

The survey provides valuable insights into public perceptions of fairness in the delivery of essential public services and highlights opportunities to further strengthen service quality across Pakistan. When respondents were asked whether public services such as education, healthcare, and utilities are delivered fairly, the largest proportion (17%) selected the neutral midpoint of the seven-point scale, reflecting balanced views and indicating that many citizens recognize ongoing improvements while expecting continued progress. Overall, 38% of respondents expressed neutral to positive perceptions (scores 4–7), including 21% who expressed strong agreement (scores 5–7) that public services are delivered fairly. These findings suggest that a significant proportion of respondents acknowledge continuing reforms in education, healthcare, digital public services, utility management, and citizen service delivery. At the same time, 62% of respondents expressed lower levels of agreement (scores 1–3), highlighting opportunities to further improve consistency, accessibility, quality, and equity in public service delivery. Continued investment in citizen-centred governance, digital transformation, and performance monitoring can further strengthen public confidence. Pakistan has made important progress in recent years through digital health initiatives, education reforms, e-governance platforms, online utility services, citizen facilitation centres, and expanded public service delivery programmes. Continued implementation of these initiatives can further improve fairness, accessibility, and public satisfaction.



Key Findings

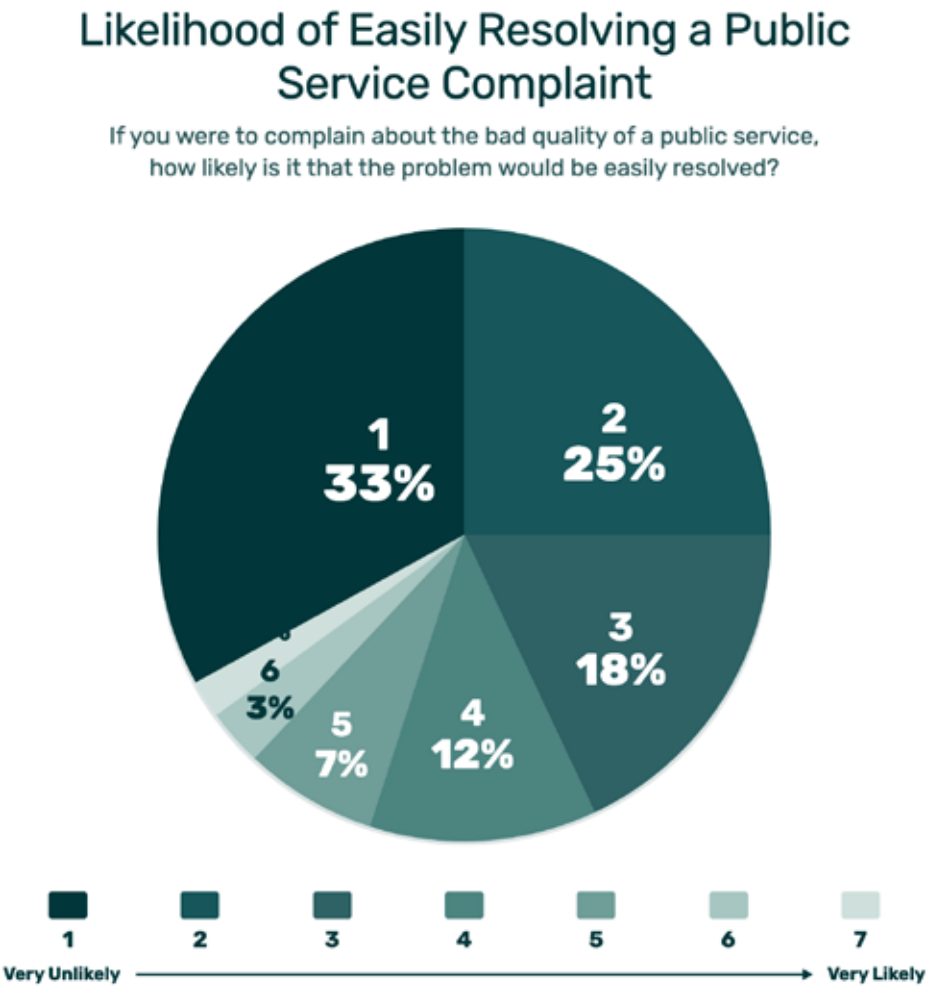
- 38% of respondents expressed neutral to positive perceptions (scores 4–7) that public services are delivered fairly.
- 21% reported strong agreement (scores 5–7), reflecting confidence in ongoing improvements in service delivery.
- 17% selected the neutral midpoint (4), indicating balanced views and openness to continued reforms.
- 62% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen fairness, quality, and accessibility of public services.

The findings suggest that fair and equitable public service delivery remains an important area for continued governance reform. Respondents recognize progress while expressing expectations for higher standards of efficiency, transparency, and equal access across education, healthcare, and utility services. Continued investment in digital service delivery, performance management, citizen feedback systems, transparent allocation of resources, and evidence-based policymaking can further enhance public confidence. As these reforms continue to mature, they can strengthen trust in government institutions, improve service quality, and contribute to more inclusive, responsive, and citizen-focused governance.

Public Service Complaint Resolution

The survey assessed citizens' confidence in the effectiveness of public service complaint resolution mechanisms. Responsive complaint systems are an essential component of good governance, enabling governments to improve service delivery, strengthen accountability, and build public trust.

The findings indicate that citizens recognize the importance of complaint mechanisms while expecting further improvements in their effectiveness and responsiveness. Overall, 24% of respondents expressed neutral to positive expectations (scores 4–7), including 12% who believed complaints are likely to be resolved



effectively (scores 5–7). Another 12% selected the neutral midpoint, suggesting that many respondents remain open to improvements in public grievance redress systems. Meanwhile, 76% of respondents expressed lower expectations (scores 1–3) regarding the ease of resolving complaints. These perceptions highlight citizens' desire for faster response times, greater transparency, improved follow-up, and more consistent service standards across public institutions.

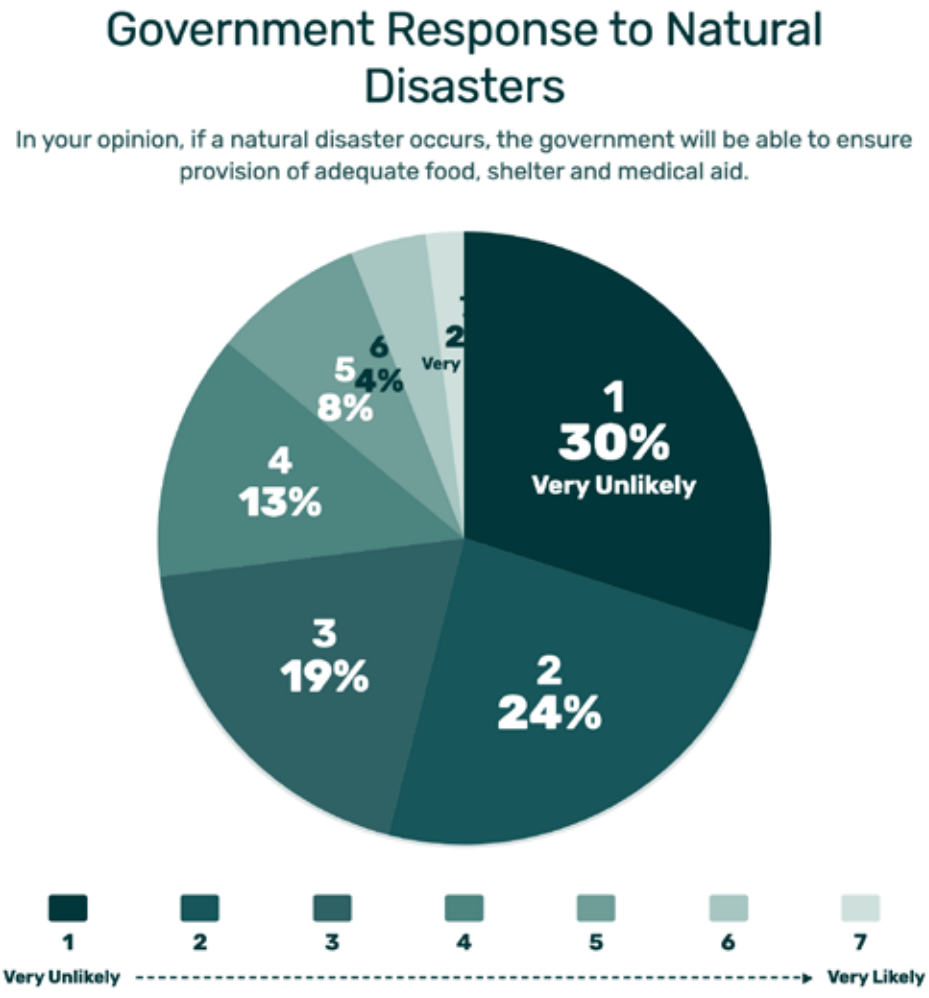
Key Findings

- 24% of respondents expressed neutral to positive expectations (scores 4–7) regarding complaint resolution.
- 12% reported high confidence (scores 5–7) that complaints would be resolved effectively.
- 12% selected the neutral midpoint (4), indicating balanced views and openness to improvement.
- 76% expressed lower expectations (scores 1–3), highlighting opportunities to strengthen grievance redress mechanisms.

The findings suggest that improving complaint resolution systems represents a significant opportunity to strengthen citizen trust in public services. Expanding digital complaint platforms, introducing transparent tracking systems, setting measurable response timelines, improving coordination among public agencies, and regularly communicating complaint outcomes can substantially enhance public confidence. As governments continue to modernize service delivery and place greater emphasis on citizen-centric governance, more efficient grievance redress mechanisms can strengthen accountability, improve public satisfaction, and reinforce trust in state institutions.

Government Preparedness for Natural Disasters

The survey assessed public confidence in the government's ability to respond effectively to natural disasters by providing essential humanitarian assistance, including food, shelter, and medical services. Disaster preparedness and emergency response are critical components of national resilience and public safety.



The findings indicate that citizens recognize the importance of government disaster response while expecting continued improvements in emergency preparedness and relief delivery. Overall, 27% of respondents expressed neutral to positive confidence (scores 4–7), including 14% who reported high confidence (scores 5–7) in the government's ability to provide timely assistance during a disaster. Additionally, 13% selected the neutral midpoint, suggesting that many respondents remain cautiously optimistic and believe disaster response capacity can continue to improve.

Meanwhile, 73% of respondents expressed lower levels of confidence (scores 1–3). These responses likely reflect expectations for stronger disaster preparedness, faster emergency response, improved coordination among agencies, expanded relief infrastructure, and greater resilience in the face of increasingly frequent climate-related disasters.

Key Findings

- 27% of respondents expressed neutral to positive confidence (scores 4–7) in the government's disaster response capacity.
- 14% reported high confidence (scores 5–7) in the government's ability to provide food, shelter, and medical aid.
- 13% selected the neutral midpoint (4), indicating balanced views and confidence that preparedness can continue to improve.
- 73% expressed lower levels of confidence (scores 1–3), highlighting opportunities to further strengthen national disaster management systems.

The findings suggest that enhancing disaster preparedness and emergency response represents an important opportunity to strengthen public confidence and national resilience. Continued investment in disaster risk reduction, early warning systems, emergency logistics, health preparedness, inter-agency coordination, and community-based disaster management can significantly improve public confidence. As Pakistan continues to strengthen institutions such as the NDMA and Provincial Disaster Management Authorities, together with improved coordination among federal and provincial governments, citizens are likely to gain greater confidence in the country's ability to respond effectively to future emergencies.

STRATEGIC SIGNAL: The Last Mile of Governance | Where Reform Must Now Reach

The data across these six dimensions reveals a pattern that is both precise and actionable. At the structural level information sharing, data access, resource management, service delivery, public confidence clusters between thirty-six and thirty-nine percent. At the experiential level, complaint resolution and disaster response, it drops to twenty-four and twenty-seven percent respectively. That twelve-to-fifteen point gap between what citizens recognize government doing and what they experience government delivering is not a perception problem. It is a last-mile problem.

The Structural Tier: Recognition Without Felt Impact

The near-identical readings on government information sharing and data accessibility both at thirty-six percent positive tell a coherent story. Citizens acknowledge that digital governance initiatives exist, that portals have been built, and that public information is more available than it once was. Twenty-one percent in each case express strong agreement, representing a meaningful constituency that has directly experienced the improvements. But sixty-four percent in both cases still find access insufficient not because

the architecture is absent, but because it has not yet reached them in a form that is usable, findable, or relevant to their specific needs.

Public resource management, at thirty-nine percent positive, is the strongest reading in this section reflecting some recognition of reforms in digital public finance, e-procurement, and audit strengthening. Public service delivery in education, health, and utilities sits at thirty-eight percent. Both figures suggest that citizens are not unaware of reform efforts. They are aware of them and waiting to feel them more fully. The neutral midpoints in this cluster consistently fifteen to seventeen percent represent a substantial open-minded segment: people who have not yet formed a strong view either way, and whose assessment will be shaped by their next significant interaction with a public institution.

The Experiential Tier: Where the Gap Opens

Complaint resolution and disaster preparedness represent the moments when citizens are not passively observing government but actively needing it to perform and the confidence figures reflect that distinction sharply.

Seventy-six percent of respondents express low confidence that public service complaints will be resolved. This is the highest concentration of low confidence in the entire governance transparency section of the survey, and it mirrors the accountability chain findings where the same proportion reported that complaints are unlikely to be addressed. The consistency across different survey dimensions reinforces the signal: this is not a measurement artifact. It is a lived reality that large numbers of Pakistanis have experienced and hold as a settled expectation.

Disaster preparedness, at seventy-three percent low confidence, reflects both institutional memory and ongoing anxiety. Pakistan's recurring experience with floods, earthquakes, and climate-related emergencies has given citizens a direct basis for their assessments. Only fourteen percent express high confidence that government can deliver food, shelter, and medical assistance in a timely manner when disaster strikes. In a country where climate vulnerability is increasing and where the 2022 floods displaced millions, this reading is among the most consequential in the survey.

What the Gap Is Telling Policymakers

The distance between the structural tier and the experiential tier is the distance between reform that has been built and reform that has been felt. Digital platforms, open data portals, e-procurement systems, and financial management tools represent genuine institutional investment and citizens are beginning to recognize them. But recognition of a system is not the same as confidence in it. Confidence comes from experience: a complaint filed and resolved, a disaster relief team that arrives when needed, a government information request that yields a useful answer.

The complaint resolution finding is particularly instructive because complaints are the feedback mechanism through which all other services improve. A health system that receives and acts on patient complaints becomes a better health system. An education system with functional grievance channels identifies and corrects problems faster. A utility with a responsive complaints process builds the kind of service relationship that generates sustained user confidence. When seventy-six percent of citizens do not expect their complaints to be resolved, this feedback loop is broken and with it, the self-correcting mechanism that allows public services to improve in response to citizen experience.

The Last-Mile Agenda

Pakistan's governance reform has succeeded in building institutional architecture at the structural level. The next phase of reform must penetrate to the experiential level, to the moments that are most visible, most personal, and most consequential in citizens' relationship with the state.

That means complaint systems that resolve cases visibly, report outcomes publicly, and demonstrate that filing a complaint is worth a citizen's time. It means disaster response infrastructure that pre-positions resources, trains local responders, and communicates clearly before, during, and after emergencies. It means government data that is not only technically accessible but practically usable — formatted for the needs of citizens rather than the convenience of institutions. And it means public services whose fairness is demonstrated not in policy documents but in the consistency of daily delivery across income levels, geographies, and communities.

The structural work has been done. The last mile is where trust is actually built and where Pakistan's governance reform has the most to gain.

FUTURES EXPECTATIONS AND NATIONAL SENTIMENT

Future Outlook for Governance

The survey findings reveal measured optimism about Pakistan's future governance trajectory, reflecting public confidence that continued reforms can strengthen institutions and improve governance over the coming years. When respondents were asked whether Pakistan's governance will improve in the next five years, the largest proportion (17%) selected the neutral midpoint of the seven-point scale, indicating that many citizens recognize ongoing progress while remaining optimistic about future improvements.

Overall, 45% of respondents expressed neutral to positive perceptions (scores 4–7), including 28% who expressed strong agreement (scores 5–7) that governance will improve over the next five years. These findings suggest that nearly half of respondents believe Pakistan is moving in a positive direction and that current reforms have the potential to deliver stronger governance outcomes.

While 55% of respondents expressed lower levels of agreement (scores 1–3), this also reflects the public's high expectations for continued institutional reform, greater transparency, improved service delivery, and



stronger accountability. These expectations provide a valuable roadmap for policymakers seeking to further strengthen public confidence. Pakistan has undertaken significant governance reforms in recent years, including digital transformation, fiscal reforms, public sector modernization, regulatory improvements, judicial modernization, investment facilitation, and expanded citizen-centric digital services. Sustaining these initiatives can further improve governance performance and reinforce public trust over the medium term.

Key Findings

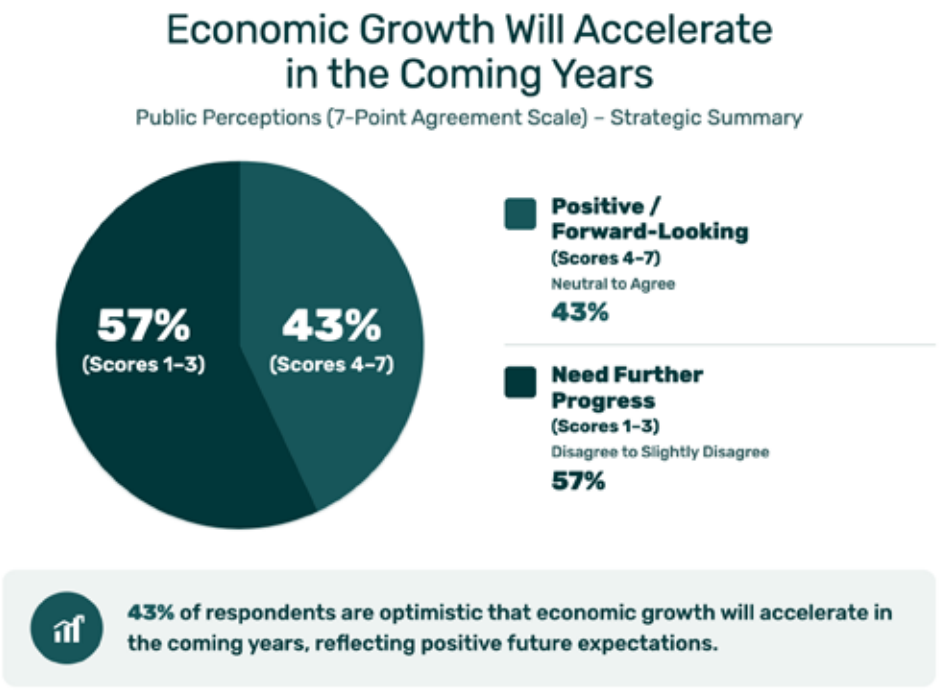
- 45% of respondents expressed neutral to positive perceptions (scores 4–7) that Pakistan's governance will improve over the next five years.
- 28% reported strong agreement (scores 5–7), reflecting confidence in the country's long-term governance trajectory.
- 17% selected the neutral midpoint (4), indicating balanced views and optimism about continued reforms.
- 55% expressed lower levels of agreement (scores 1–3), highlighting opportunities to accelerate reforms and strengthen institutional performance.

The findings suggest that public expectations for better governance remain strong and forward-looking. A substantial proportion of respondents already recognize the potential for meaningful improvements, while others expect reforms to deliver more visible results. Continued investment in institutional capacity, digital governance, transparency, accountability, regulatory modernization, and citizen engagement can further strengthen confidence in Pakistan's governance framework. As reforms continue to mature, they have the potential to enhance public trust, improve service delivery, attract investment, and support sustainable national development over the coming five years.

Economic Growth to Accelerate

The survey findings indicate cautious optimism regarding Pakistan's future economic prospects, with many respondents expressing confidence that economic growth will strengthen over the coming years. When asked whether economic growth will accelerate in the coming years, the responses reflected a balanced outlook, with the largest proportion (16%) selecting the neutral midpoint of the seven-point scale. This suggests that many citizens recognize ongoing economic reforms while anticipating stronger results in the future.

Overall, 43% of respondents expressed neutral to positive perceptions (scores 4–7), including 27% who expressed strong agreement (scores 5–7) that Pakistan's economy is likely to grow at a faster pace in the years ahead. These findings indicate that a substantial proportion of respondents believe current economic policies and structural reforms can contribute to stronger and more sustainable growth.While 57% of respondents expressed lower levels of agreement (scores 1–3), these responses also reflect the public's expectations



for faster implementation of reforms, greater employment opportunities, improved investment, and higher living standards. Meeting these expectations presents an opportunity to further strengthen confidence in Pakistan's economic trajectory.

Recent progress in macroeconomic stabilization, fiscal reforms, export promotion, investment facilitation, digital transformation, infrastructure development, and private sector growth initiatives provides a strong foundation for sustained economic expansion. Continued policy consistency and structural reforms can further enhance economic resilience and investor confidence.

Key Findings

- 43% of respondents expressed neutral to positive perceptions (scores 4–7) that economic growth will accelerate in the coming years.
- 27% reported strong agreement (scores 5–7), reflecting confidence in Pakistan's long-term economic outlook.
- 16% selected the neutral midpoint (4), indicating balanced views and optimism regarding future growth.
- 57% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen economic reforms and public confidence.

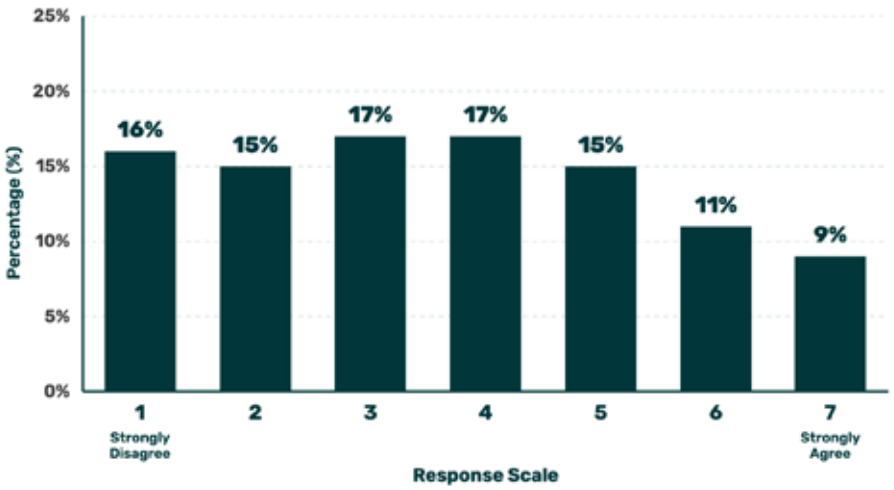
The findings suggest that public expectations for stronger economic growth remain positive and forward-looking. A significant proportion of respondents already recognize the potential for accelerated growth, while others expect reforms to translate into more visible economic outcomes. Continued investment in productivity, industrial development, exports, innovation, digitalization, human capital, and infrastructure can further strengthen growth prospects. As Pakistan continues implementing economic reforms and attracting investment, these measures have the potential to improve employment, raise incomes, enhance competitiveness, and support sustainable and inclusive economic development over the coming years.

E-Governance Platforms for Service Delivery

The survey findings reflect growing public confidence in Pakistan's digital transformation agenda, with respondents recognizing the positive contribution of e-governance platforms to improving public service delivery. When asked whether e-governance platforms are improving service delivery, the responses were relatively balanced, with the largest proportion (17%) selecting the neutral midpoint of the seven-point scale, indicating that many citizens acknowledge ongoing progress while anticipating further advancements.

Overall, 52% of respondents expressed neutral to positive perceptions (scores 4–7), including 35% who expressed strong agreement (scores 5–7) that e-governance initiatives are enhancing the quality, accessibility, and efficiency of government services. This represents one of the strongest positive perceptions recorded across the governance indicators, reflecting increasing public appreciation of digital government reforms.

Only 48% of respondents expressed lower levels of agreement (scores 1–3), suggesting that perceptions are becoming increasingly favourable as digital services continue to expand across government institutions. Pakistan has made significant progress in digital governance through online citizen portals, digital identity systems, e-procurement, electronic tax filing, online licensing, digital health services, integrated public service platforms, and mobile government applications. These initiatives have improved convenience, reduced processing times, enhanced transparency, and expanded citizen access to government services.



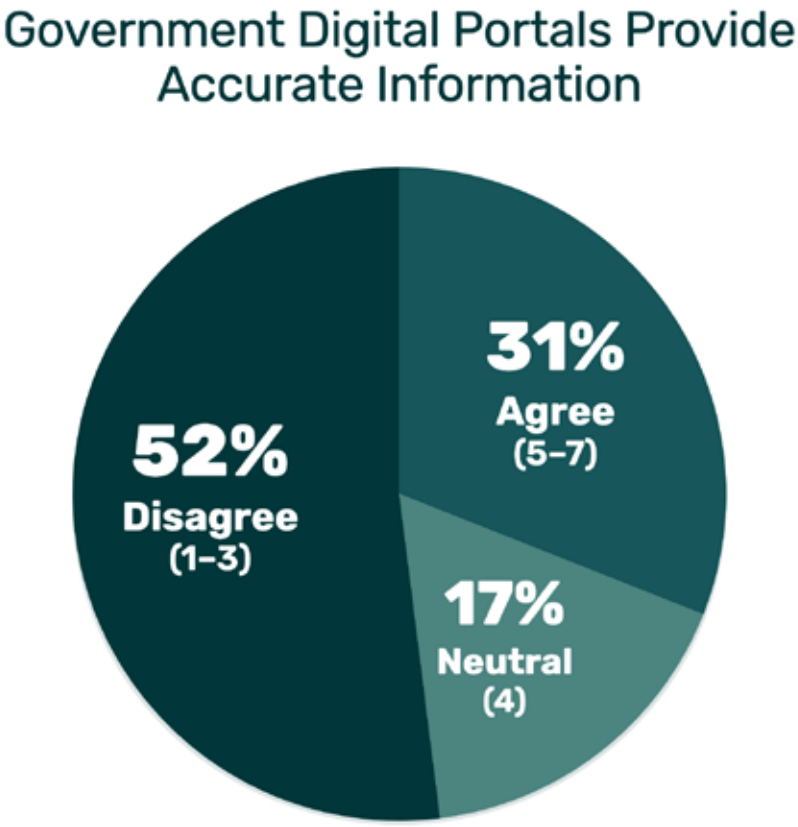
Key Findings

- 52% of respondents expressed neutral to positive perceptions (scores 4–7) that e-governance platforms are improving service delivery.
- 35% reported strong agreement (scores 5–7), representing one of the highest positive ratings across the survey.
- 17% selected the neutral midpoint (4), indicating balanced views and confidence in the continued evolution of digital government.
- 48% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further expand digital inclusion, improve service quality, and increase awareness of online government services.

The findings suggest that digital governance is becoming one of the strongest drivers of public sector modernization in Pakistan. The fact that a majority of respondents expressed neutral to positive views demonstrates growing recognition of the benefits of technology-enabled public services. Continued investment in digital infrastructure, interoperable government systems, artificial intelligence, citizen-centric digital services, cybersecurity, and nationwide digital inclusion will further strengthen service delivery, improve transparency, reduce administrative inefficiencies, and enhance citizen trust. As Pakistan accelerates its digital transformation agenda, e-governance will play an increasingly central role in building a more efficient, transparent, and responsive public administration.

Accuracy of Government Digital Portals

The survey findings indicate growing public confidence in Pakistan's digital governance ecosystem, particularly in the accuracy and reliability of information provided through government digital platforms. When respondents were asked whether government digital portals provide accurate information, the responses reflected a balanced distribution, with the largest proportion (17%) selecting the neutral midpoint of the seven-point scale. This suggests that many citizens recognize ongoing improvements while anticipating further enhancements as digital services continue to evolve. Overall, 48% of respondents expressed neutral to positive perceptions (scores 4–7), including 31% who expressed strong agreement (scores 5–7) that government digital portals provide accurate information. This demonstrates that nearly half of respondents acknowledge the progress made in expanding reliable digital public services, online information systems, and electronic government platforms. While 52% of respondents expressed lower levels of agreement (scores



1–3), the relatively balanced distribution indicates significant potential to further strengthen confidence through continued investment in data quality, regular updates, user-friendly interfaces, and integrated digital services. Pakistan has made notable advances in digital governance through national citizen portals, online tax systems, digital identity services, e-procurement platforms, electronic licensing systems, health and education portals, and integrated government websites. These initiatives have improved public access to information, reduced administrative barriers, and increased the availability of government services online.

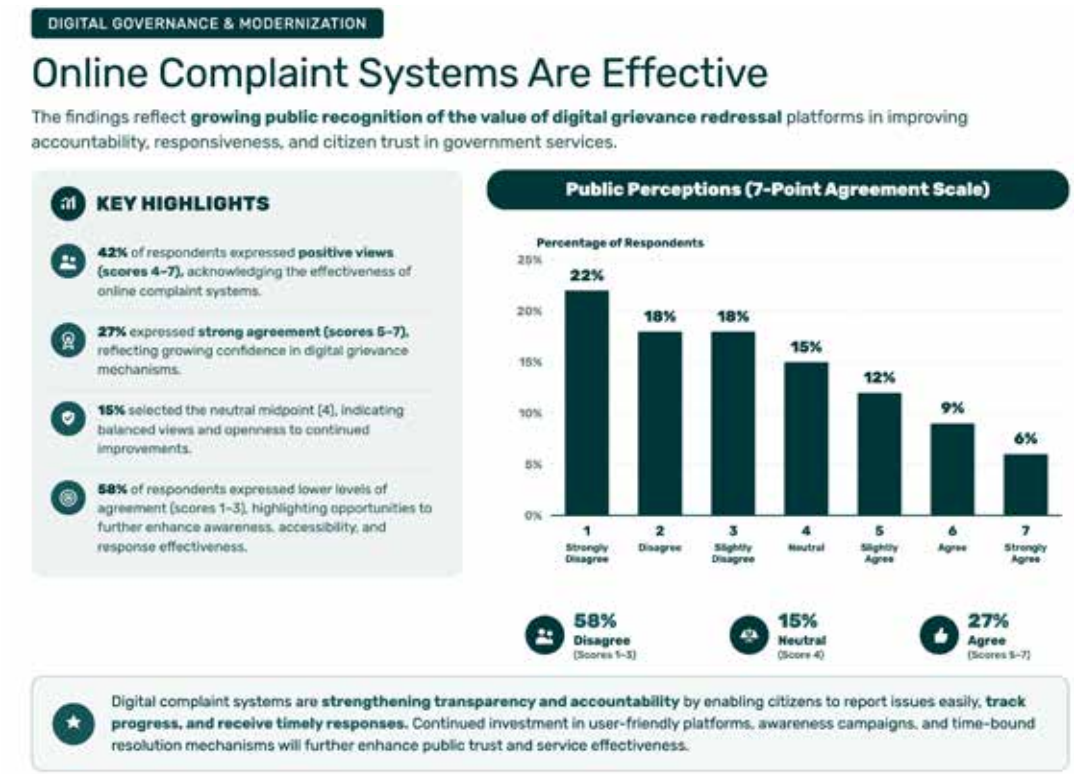
Key Findings

- 48% of respondents expressed neutral to positive perceptions (scores 4–7) that government digital portals provide accurate information.
- 31% reported strong agreement (scores 5–7), reflecting growing confidence in digital government services.
- 17% selected the neutral midpoint (4), indicating balanced views and optimism about continued digital improvements.
- 52% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further improve information quality, timeliness, and accessibility.

The findings suggest that government digital platforms are becoming an increasingly trusted channel for public information and service delivery in Pakistan. Nearly half of respondents recognize the positive contribution of digital portals, reflecting the progress of the country's digital transformation agenda. Continued investment in real-time information updates, open data initiatives, cybersecurity, interoperability between government systems, and citizen-focused digital services can further enhance accuracy and reliability. As these reforms continue to mature, government digital portals have the potential to become a cornerstone of transparent, efficient, and responsive governance, strengthening public trust while improving access to information and public services.

Online Grievance Redress Mechanisms

The survey findings indicate growing confidence in Pakistan's digital grievance redressal mechanisms. When respondents were asked whether online complaint systems are effective, 42% expressed neutral to positive perceptions (scores 4–7), including 27% who agreed (scores 5–7) that these platforms are improving public service responsiveness. The findings suggest that citizens increasingly recognize the value of digital complaint systems in making government services more accessible, transparent, and responsive. The 15% of respondents selecting the neutral midpoint indicates that many citizens remain open to seeing further improvements as digital governance initiatives continue to expand.



Key Findings

- 42% expressed neutral to positive perceptions (scores 4–7).
- 27% reported strong agreement (scores 5–7) that online complaint systems are effective.
- 15% selected the neutral midpoint (4).
- 58% expressed lower levels of agreement (scores 1–3), highlighting opportunities for continued improvement.

The findings demonstrate that digital complaint systems are becoming an important pillar of citizen-centric governance in Pakistan. Continued investment in user-friendly platforms, faster response times, effective complaint resolution, and greater public awareness can further strengthen trust in government institutions. As these systems continue to mature, they have the potential to improve accountability, transparency, and the overall quality of public service delivery.

Technology and Corruption Prevention

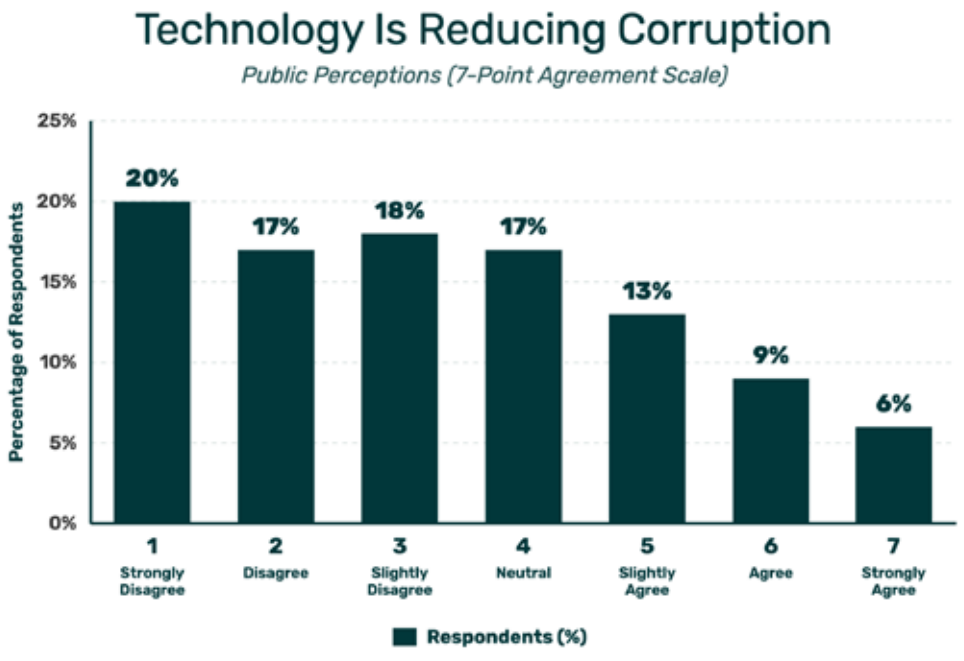
The survey findings indicate growing public recognition of the role technology plays in strengthening transparency and reducing opportunities for corruption in Pakistan. When respondents were asked whether technology is reducing corruption, the results reflected a balanced distribution of opinions, with the largest proportion (17%) selecting the neutral midpoint of the seven-point scale. This suggests that many citizens acknowledge the positive impact of digital reforms while expecting further progress as technology becomes more deeply integrated into public administration.

Overall, 45% of respondents expressed neutral to positive perceptions (scores 4–7), including 28% who expressed strong agreement (scores 5–7) that technology is helping reduce corruption. These findings demonstrate that nearly half of respondents recognize the contribution of digital governance tools in improving transparency, limiting discretionary decision-making, and strengthening accountability.

While 55% of respondents expressed lower levels of agreement (scores 1–3), the relatively balanced distribution highlights considerable potential for further strengthening confidence through continued digital transformation and wider adoption of technology-driven governance. Pakistan has introduced numerous digital initiatives—including e-procurement systems, online tax filing, digital payment platforms, e-office solutions, electronic licensing, biometric verification, digital land records, and citizen service portals—that reduce human interaction, improve recordkeeping, and enhance transparency in government processes.

Key Findings

- 45% of respondents expressed neutral to positive perceptions (scores 4–7) that technology is reducing corruption.
- 28% reported strong agreement (scores 5–7), reflecting confidence in the role of digital governance.

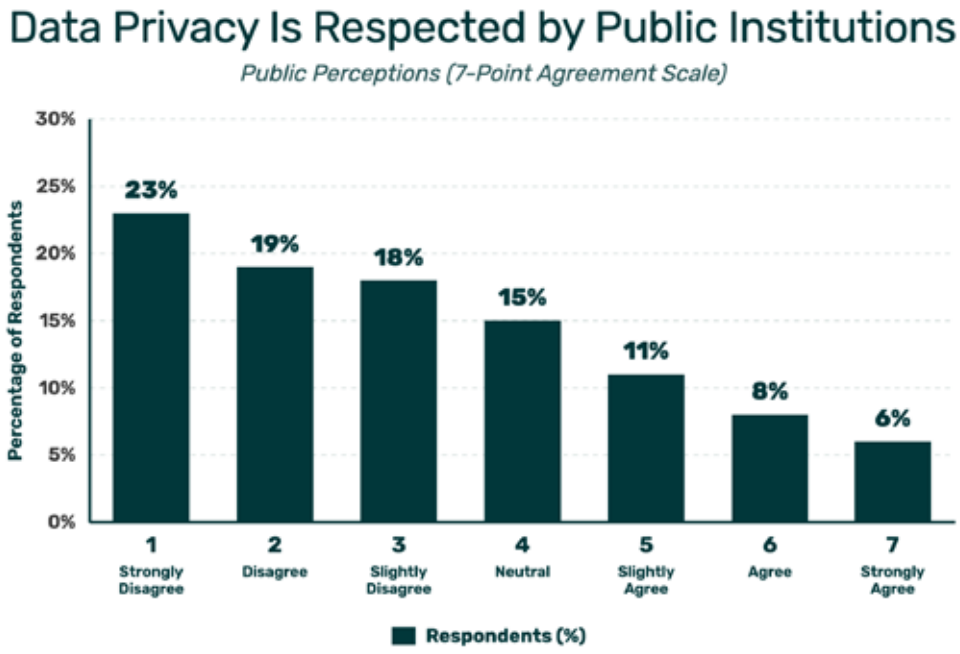


- 17% selected the neutral midpoint (4), indicating balanced views and optimism regarding future technological improvements.
- 55% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further expand digital solutions and increase public awareness of their impact.

The findings suggest that technology is increasingly viewed as a strategic enabler of transparent and accountable governance in Pakistan. Respondents recognize that digital systems can reduce opportunities for corruption by automating processes, minimizing direct human interaction, improving traceability, and enhancing oversight. Continued investment in e-governance, artificial intelligence, blockchain-enabled record management, digital payments, interoperable government platforms, and cybersecurity can further strengthen public confidence. As Pakistan's digital transformation accelerates, technology has the potential to become one of the country's most effective tools for promoting integrity, improving service delivery, and building a more transparent and accountable public sector.

Protection of Personal Data

The survey findings indicate growing public recognition of the importance of data privacy within Pakistan's digital governance landscape. When respondents were asked whether public institutions respect citizens' data privacy, the responses reflected a balanced distribution, with 15% selecting the neutral midpoint of the seven-point scale. This suggests that many citizens acknowledge ongoing efforts to strengthen digital governance while expecting continued improvements in privacy protection. Overall, 40% of respondents expressed neutral to positive perceptions (scores 4–7), including 25% who expressed strong agreement (scores 5–7) that public institutions respect data privacy. These findings demonstrate that a substantial proportion of respondents recognize the progress made in strengthening digital systems, cybersecurity measures, and responsible data management across government institutions. At the same time, 60% of respondents expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen public confidence through enhanced privacy safeguards, transparent data governance policies, stronger cybersecurity frameworks, and greater public awareness of data protection measures. Pakistan has made important progress through digital identity systems, secure online government portals, electronic service delivery platforms, cybersecurity initiatives, digital payment systems, and emerging data protection frameworks. Continued investment in these areas can further reinforce trust in digital public services and ensure the responsible handling of citizens' personal information.



Key Findings

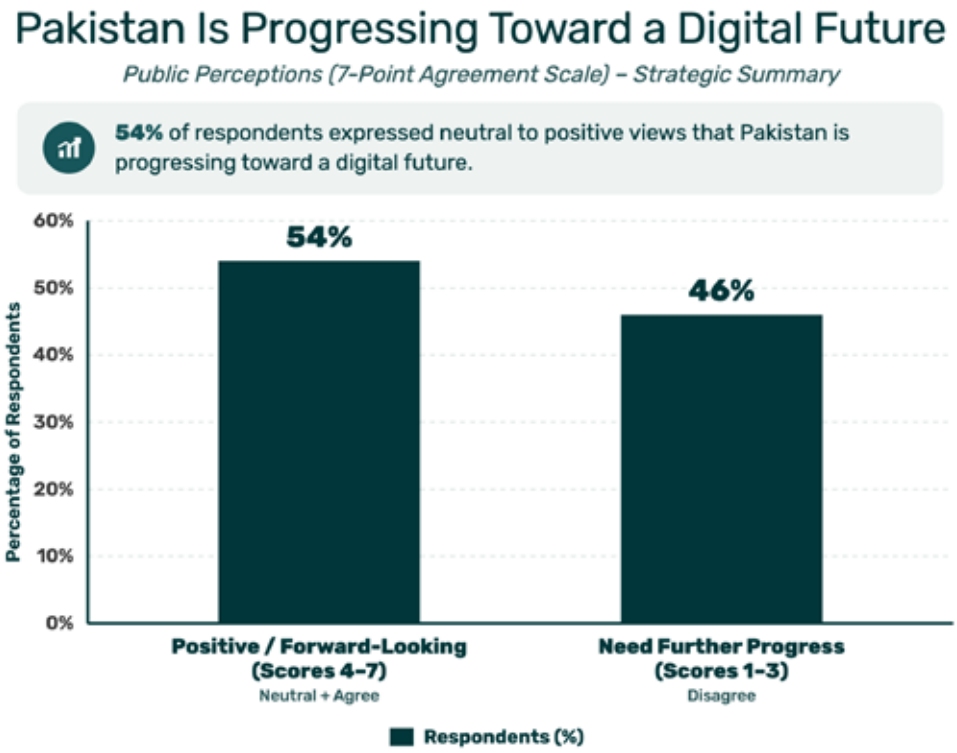
- 40% of respondents expressed neutral to positive perceptions (scores 4–7) that public institutions respect data privacy.
- 25% reported strong agreement (scores 5–7), reflecting growing confidence in government data protection practices.

- 15% selected the neutral midpoint (4), indicating balanced views and confidence that privacy standards will continue to improve.
- 60% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen data governance and public awareness.

The findings suggest that data privacy is becoming an increasingly important pillar of Pakistan's digital transformation agenda. A significant proportion of respondents already recognize progress in protecting personal information, while the remaining responses point toward opportunities for continued reform. Strengthening comprehensive data protection legislation, enhancing cybersecurity capabilities, increasing transparency around data usage, adopting international privacy standards, and expanding citizen awareness initiatives can further improve public confidence. As Pakistan continues to modernize its digital governance ecosystem, robust data privacy protections will play a critical role in strengthening trust, encouraging digital adoption, and supporting secure, citizen-centric public services.

Digital Governance & Modernization

The survey findings reflect strong public optimism about Pakistan's digital transformation journey. When respondents were asked whether Pakistan is progressing toward a digital future, the results showed one of the most balanced and encouraging distributions across the governance indicators. The largest proportion (18%) selected the neutral midpoint of the seven-point scale, indicating that many citizens recognize ongoing progress while expecting continued advancements.



Overall, 54% of respondents expressed neutral to positive perceptions (scores 4–7), including 36% who expressed strong agreement (scores 5–7) that Pakistan is moving steadily toward a digitally enabled future. This represents one of the highest positive perception levels recorded in the survey and reflects growing public confidence in the country's digital transformation initiatives. Only 46% of respondents expressed lower levels of agreement (scores 1–3), suggesting that public opinion is increasingly shifting toward optimism as digital infrastructure, online public services, financial technology, and connectivity continue to expand across the country. Pakistan has made significant progress through initiatives such as Digital Pakistan, expanding broadband coverage, e-governance platforms, digital payments, fintech innovation, online public services, digital identity systems, cloud-based government services, and increasing adoption of artificial intelligence and emerging technologies. These developments are improving public service delivery, strengthening economic competitiveness, and expanding opportunities for citizens and businesses.

Key Findings

- 54% of respondents expressed neutral to positive perceptions (scores 4–7) that Pakistan is progressing toward a digital future.
- 36% reported strong agreement (scores 5–7), representing one of the highest positive ratings across the survey.
- 18% selected the neutral midpoint (4), indicating balanced views and confidence in continued digital progress.
- 46% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further accelerate digital inclusion, infrastructure development, and technology adoption.

The findings suggest that Pakistan's digital transformation agenda is gaining public recognition and momentum. More than half of respondents expressed neutral to positive perceptions, indicating increasing confidence in the country's progress toward a digitally connected economy and society. Continued investment in digital infrastructure, artificial intelligence, cybersecurity, e-governance, digital literacy, innovation ecosystems, and nationwide connectivity can further strengthen this momentum. As Pakistan advances its digital modernization agenda, technology will play an increasingly central role in enhancing governance, improving public services, fostering economic growth, and building a more inclusive and resilient digital future.

STRATEGIC SIGNAL: The Digital Dividend | Where Pakistan's Trust Is Already Turning

The future outlook data contains the survey's most striking finding and it arrives from an unexpected direction. Across every dimension of current governance performance, public confidence has hovered between twenty-five and forty-four percent. Then the digital governance questions arrive, and the numbers shift.

Fifty-four percent of respondents believe Pakistan is progressing toward a digital future the highest positive reading in the entire survey. Fifty-two percent say e-governance platforms are already improving service delivery. Forty-eight percent trust the accuracy of government digital portals. Forty-five percent believe technology is actively reducing corruption. These are not marginal improvements on an established baseline. They represent a category of public confidence that is meaningfully higher than anything recorded for traditional governance functions.

Digital governance has cracked the trust code where conventional governance has not. Understanding why and what to do with that fact is the central strategic question the future outlook data poses.

Why Digital Is Performing Differently

The answer lies in the nature of the citizen experience digital governance provides. When a citizen files taxes through an online system, registers a business with SECP digitally, or accesses land records through a provincial portal, the interaction has specific properties that traditional governance encounters rarely match: it is available without an appointment, it produces a documented record, it does not require negotiation with a discretionary human decision-maker, and its outcome is traceable. Each of these properties directly addresses the specific failures that erode trust in traditional governance, opacity, arbitrariness, inaccessibility, and the absence of accountability.

This is why thirty-five percent of respondents strongly agree that e-governance is improving service delivery one of the highest strong-agreement figures in the survey while only eighteen percent strongly agree that police enforce laws fairly, and only twenty-three percent strongly believe anti-corruption institutions act impartially. The digital channel is producing an experience of government that is qualitatively different from the analogue channel. And citizens are noticing.

The Hierarchy Within Digital

The variation across digital dimensions is itself informative. Confidence in Pakistan's overall digital trajectory (fifty-four percent positive) is higher than confidence in specific digital functions like data privacy (forty percent) and online grievance resolution (forty-two percent). This gradient follows a logic: it is easier to recognize that Pakistan is moving in a digital direction than to have personally experienced data privacy being respected or an online complaint being resolved. The general momentum is visible before the specific experiences are consistently positive.

This hierarchy identifies the next phase of the digital governance agenda precisely. The strategic task is not to build more platforms that work is well underway and is registering in public perception. The strategic task is to ensure that the specific experiences within those platforms the complaint that gets resolved, the data that stays protected, the grievance that produces a response begin to match the positive general impression that already exists. The ceiling of digital trust is currently set by the weakest specific experience, not the strongest general perception.

Future Governance and Economic Optimism

On forward-looking governance and economic confidence, forty-five and forty-three percent of respondents respectively express positive expectations both meaningfully higher than current institutional confidence across most domains. Citizens are more hopeful about where Pakistan is heading than satisfied with where it currently stands. This is the same hope-trust dynamic identified earlier in the report, now expressed specifically about governance reform and economic trajectory.

The forward orientation matters strategically. Forty-five percent expecting governance improvement over five years is not a passive sentiment it is a conditional prediction. Citizens are telling policymakers: if the current reform trajectory continues and becomes more visible in lived experience, confidence will follow. The reforms do not need to be completed. They need to be sustained and legible.

The digital governance data is the most actionable finding in the survey's future outlook section because it demonstrates, in current real-world conditions, what drives governance trust in Pakistan. It is not declarations of intent. It is not institutional prestige. It is the direct experience of a government interaction that works, that is fast, traceable, accessible, and not contingent on human discretion.

Pakistan has built the platforms. The public has noticed and is responding. The investment now is in ensuring those platforms deliver consistently enough, at sufficient scale and across sufficient services, that the fifty-four percent who believe in Pakistan's digital future become the majority who have personally experienced what that future feels like.

Digital trust is not a substitute for institutional trust. But in Pakistan's current governance landscape, it is the fastest, most credible, and most scalable path toward building it.

Progress of Institutional Reforms

The survey findings indicate measured public confidence in the direction of Pakistan's institutional reforms, with many respondents recognizing ongoing efforts to strengthen governance, improve public administration, and modernize state institutions. When asked whether institutional reforms are moving in the right direction, the largest proportion (16%) selected the neutral midpoint of the seven-point scale, reflecting balanced views and suggesting that many citizens acknowledge progress while expecting reforms to continue delivering tangible results.

Overall, 42% of respondents expressed neutral to positive perceptions (scores 4–7), including 26% who expressed strong agreement (scores 5–7) that institutional reforms are progressing in the right direction. These findings demonstrate that a substantial segment of the population recognizes the government's ongoing efforts to modernize institutions, improve service delivery, strengthen regulatory frameworks, and enhance governance. While 58% of respondents expressed lower levels of agreement (scores 1–3), these responses also reflect the public's expectation that reforms should continue at a faster pace and produce increasingly visible outcomes. This presents an opportunity to build greater confidence through sustained



implementation and effective communication of reform achievements. Pakistan has undertaken a broad range of institutional reforms in recent years, including digital governance initiatives, public financial management reforms, regulatory modernization, investment facilitation, judicial reforms, civil service improvements, and expanded digital public services. Continued implementation of these initiatives can further strengthen institutional effectiveness and public trust.

Key Findings

- 42% of respondents expressed neutral to positive perceptions (scores 4–7) that institutional reforms are moving in the right direction.
- 26% reported strong agreement (scores 5–7), reflecting confidence in Pakistan's ongoing reform agenda.
- 16% selected the neutral midpoint (4), indicating balanced views and optimism regarding future progress.
- 58% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further accelerate reforms and strengthen public confidence.

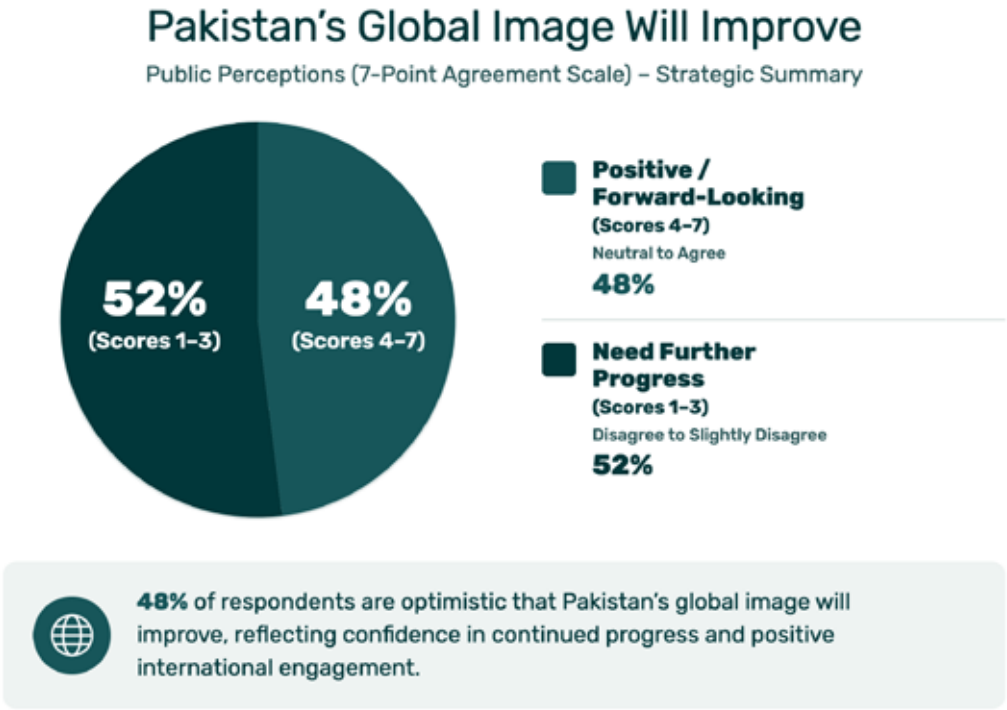
The findings suggest that public expectations for institutional reform remain constructive and forward-looking. A significant proportion of respondents already recognize positive momentum, while others expect reforms to generate broader and more visible improvements in governance and public services. Continued focus on transparency, accountability, digital transformation, regulatory efficiency, institutional capacity building, and citizen engagement can further strengthen confidence in Pakistan's reform trajectory. As these reforms continue to mature, they have the potential to improve governance quality, enhance service delivery, increase investor confidence, and contribute to sustainable national development.

Pakistan's Global Reputation

The survey findings reflect growing optimism about Pakistan's international standing and future global reputation. When respondents were asked whether Pakistan's global image will improve, the responses showed a balanced and forward-looking outlook. The largest proportion (17%) selected the neutral midpoint of the seven-point scale, indicating that many citizens recognize ongoing progress while expecting further improvements in the country's international perception.

Overall, 48% of respondents expressed neutral to positive perceptions (scores 4–7), including 31% who expressed strong agreement (scores 5–7) that Pakistan's global image will improve in the coming years. These findings indicate that nearly half of respondents are optimistic about the country's future reputation, reflecting confidence in ongoing economic, diplomatic, governance, and digital transformation initiatives. While 52% of respondents expressed lower levels of agreement (scores 1–3), these responses also reflect

expectations for continued progress in governance, economic development, public diplomacy, security, and international engagement. Meeting these expectations can further strengthen Pakistan's global standing. Pakistan has taken important steps to enhance its international profile through economic stabilization, investment promotion, digital transformation, climate initiatives, tourism development, regional connectivity, international partnerships, and governance reforms. Continued progress in these areas can further improve the country's reputation and attractiveness on the global stage.



Key Findings

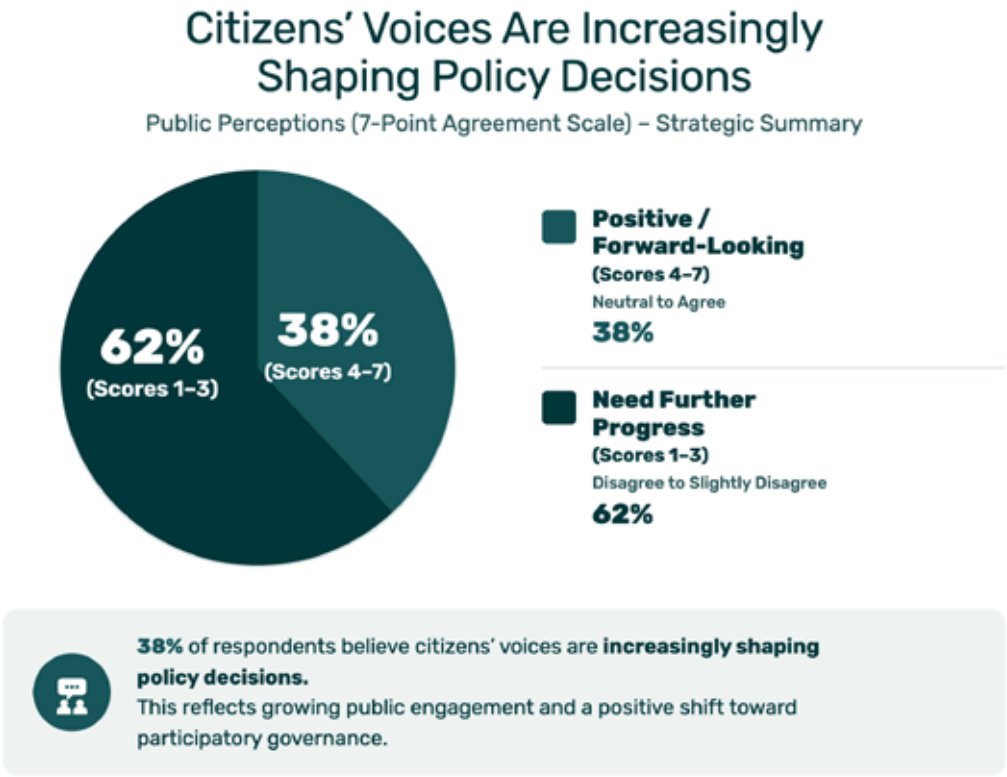
- 48% of respondents expressed neutral to positive perceptions (scores 4–7) that Pakistan's global image will improve.
- 31% reported strong agreement (scores 5–7), reflecting optimism about the country's future international standing.
- 17% selected the neutral midpoint (4), indicating balanced views and confidence in continued progress.
- 52% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen public diplomacy, governance, economic performance, and international engagement.

The findings suggest that public sentiment regarding Pakistan's future global image is increasingly optimistic. Nearly half of respondents believe the country's international reputation is likely to improve, supported by ongoing reforms and development initiatives. Continued investment in economic growth, institutional strengthening, innovation, digital governance, climate resilience, cultural diplomacy, tourism promotion, and constructive international partnerships can further enhance Pakistan's global reputation. As these efforts continue to mature, they have the potential to position Pakistan as a more competitive, resilient, and respected member of the international community.

Citizens' influence on Policymaking

The survey findings indicate growing recognition of citizen participation in Pakistan's policymaking process. When respondents were asked whether citizens' voices are increasingly shaping policy decisions, the responses reflected cautious optimism about the evolution of participatory governance. The largest proportion (15%) selected the neutral midpoint of the seven-point scale, suggesting that many citizens recognize ongoing efforts to increase public engagement while expecting these mechanisms to become even more effective.

Overall, 38% of respondents expressed neutral to positive perceptions (scores 4–7), including 23% who expressed strong agreement (scores 5–7) that citizens' voices are playing a greater role in shaping public policy. These findings indicate that a significant segment of the population acknowledges progress in public consultation, stakeholder engagement, digital participation, and citizen feedback mechanisms. While 62% of respondents expressed lower levels of agreement (scores 1–3), these responses also reflect the public's desire for broader and more meaningful participation in decision-making. This presents an opportunity to further strengthen citizen engagement through more inclusive consultation processes and transparent policymaking. Pakistan has expanded several participatory governance initiatives in recent years, including digital citizen portals, public consultation processes, online feedback systems, e-governance platforms, local government engagement, and stakeholder consultations. Continued strengthening of these initiatives can further improve public participation and reinforce trust in democratic institutions.



Key Findings

- 38% of respondents expressed neutral to positive perceptions (scores 4–7) that citizens' voices are increasingly shaping policy decisions.
- 23% reported strong agreement (scores 5–7), reflecting confidence in the growing role of public participation.
- 15% selected the neutral midpoint (4), indicating balanced views and openness to further improvements.
- 62% expressed lower levels of agreement (scores 1–3), highlighting opportunities to expand citizen engagement and strengthen participatory governance.

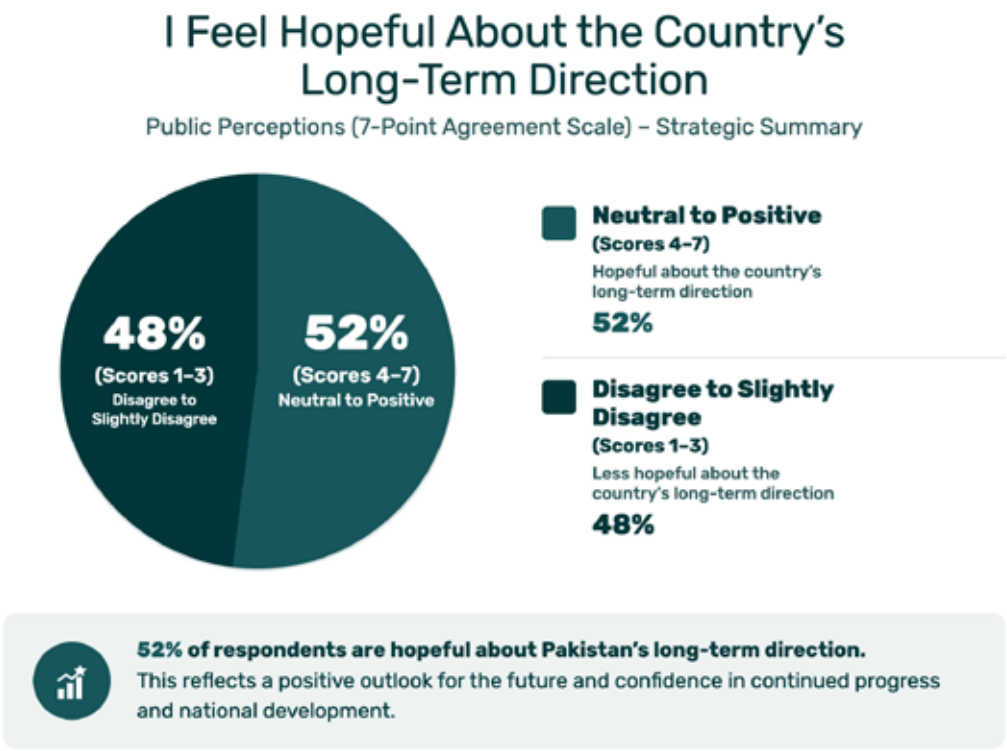
The findings suggest that public participation is becoming an increasingly important component of Pakistan's governance landscape. A substantial proportion of respondents already recognize progress in citizen engagement, while many others expect greater opportunities to contribute to public decision-making. Continued investment in digital participation platforms, stakeholder consultations, open government initiatives, local governance, and transparent policy formulation can further strengthen public confidence. As these participatory mechanisms continue to evolve, they have the potential to enhance accountability, improve policy outcomes, strengthen democratic governance, and build greater trust between citizens and public institutions.

Longterm National Outlook

The survey findings reflect strong optimism about Pakistan's long-term future, with respondents expressing confidence that the country is moving toward a more promising and resilient future. When asked whether they feel hopeful about Pakistan's long-term direction, the responses revealed one of the most encouraging outlooks in the survey. The largest proportion (17%) selected the neutral midpoint of the seven-point scale, indicating that many citizens recognize ongoing progress while remaining optimistic about the country's future trajectory.

Overall, 52% of respondents expressed neutral to positive perceptions (scores 4–7), including 35% who expressed strong agreement (scores 5–7) that they are hopeful about Pakistan's long-term direction. This indicates that a majority of respondents are either optimistic or open to a positive future, reflecting growing confidence in the country's development prospects. While 48% of respondents expressed lower levels of agreement (scores 1–3), these responses also highlight the public's aspiration for sustained reforms, stronger institutions, inclusive economic growth, and improved governance. Meeting these expectations presents an opportunity to further strengthen national confidence and unity.

Pakistan has made notable progress in recent years through macroeconomic stabilization, digital transformation, investment facilitation, infrastructure development, governance reforms, technological innovation, and enhanced regional connectivity. Continued implementation of these initiatives can further reinforce optimism about the country's long-term future.



Key Findings

- 52% of respondents expressed neutral to positive perceptions (scores 4–7) that they feel hopeful about Pakistan's long-term direction.
- 35% reported strong agreement (scores 5–7), representing one of the highest positive ratings across the future expectations indicators.
- 17% selected the neutral midpoint (4), indicating balanced views and confidence in continued national progress.
- 48% expressed lower levels of agreement (scores 1–3), highlighting opportunities to further strengthen public confidence through sustained reforms and inclusive development.

The findings suggest that public sentiment regarding Pakistan's long-term future is increasingly optimistic and forward-looking. More than half of respondents expressed neutral to positive views, demonstrating confidence in the country's long-term direction and development potential. Continued investment in

governance reforms, economic modernization, digital transformation, education, innovation, and institutional strengthening can further reinforce this optimism. As these reforms continue to mature, they have the potential to enhance national resilience, improve quality of life, strengthen public trust, and position Pakistan for sustainable and inclusive growth in the years ahead.

STRATEGIC SIGNAL: The Optimism Gradient | Pakistan's Citizens Are Betting on the Future

The future expectations data reveals something that no single governance indicator captures alone: a country whose citizens are more hopeful about where it is going than satisfied with where it currently stands and whose optimism, far from being vague, follows a precise and revealing pattern.

The Gradient

Four forward-looking dimensions, four distinct readings. Long-term national hope leads at fifty-two percent positive the highest reading in this section and one of the highest in the entire survey. Global reputation improvement follows at forty-eight percent. Institutional reform direction sits at forty-two percent. And citizens' influence on policymaking trails at thirty-eight percent.

The gradient is not random. It tracks the distance between aspiration and agency. Pakistanis are most confident about the country's long-term direction the broadest, most abstract expression of national hope and progressively less confident as the question moves toward specific mechanisms through which that future gets built. They believe in Pakistan. They are less certain that institutions are reforming fast enough, and least certain that their own voice is shaping the outcome.

This is a sophisticated public assessment, not a contradictory one. Citizens are distinguishing between what they want for their country and what they currently experience of their country's systems. The gap between fifty-two percent long-term hope and thirty-eight percent confidence in citizen participation is a fourteen-point credibility deficit in the democratic process itself.

What the Numbers Are Saying

The fifty-two percent who express long-term hope including thirty-five percent in strong agreement, represent a majority, however slim, that has not abandoned faith in Pakistan's future. This is the survey's most consequential single finding because hope, in governance terms, is not passive. It is the precondition for civic engagement, economic investment, institutional patience, and reform support. Societies that have lost hope are far harder to govern than societies that retain it. Pakistan retains it.

The forty-eight percent optimistic about global reputation improvement reflects something specific: citizens' awareness that Pakistan's international standing is shaped by factors such as economic stabilization, investment climate, governance reforms, security which are visibly changing. Nearly half the public believes those changes are translating into international credibility. That perception, if sustained by actual improvement in how Pakistan is received globally, creates a reinforcing cycle external validation strengthens internal confidence in the reform agenda.

The thirty-eight percent on citizen participation is the number that most requires action. It is consistent with every other participation finding in the survey, and its persistence across multiple question framings

confirms that it is not a measurement artifact.

Read together, these four dimensions paint a portrait of a public that is hopeful, globally aware, cautiously confident in reform direction, and unconvinced of its own democratic agency. The hope is an asset that exists right now and can be built upon. The participation gap is a liability that will, if unaddressed, gradually convert hope into cynicism as citizens conclude that the future they believe in is being built without them.

The reform agenda that would close the gap is not complicated. It requires making consultation consequential showing citizens, through specific and visible examples, that public input changes policy outcomes. It requires shortening the feedback loop between reform implementation and public experience. And it requires communicating progress in terms of outcomes rather than processes not “we consulted stakeholders” but “this regulation changed because citizens told us it was too complex.”

Pakistan’s citizens are willing to believe. They are watching to see if the institutions that serve them are willing to listen.

HOPE VS TRUST ANALYSIS

Beneath every governance challenge Pakistan faces lies a finding that deserves to be heard clearly: its citizens have not given up. Despite years of institutional frustration, a significant portion of Pakistanis look toward the future with genuine optimism. This is not a minor footnote in the data, it is arguably the most important finding in the entire report. A society that retains hope even through difficulty is a society that still has the energy and will to change.

A Nation That Still Believes

Thirty-five percent of Pakistanis feel hopeful about the country's long-term direction. Thirty-one percent believe Pakistan's international image will improve. Twenty-eight percent expect governance to get meaningfully better over the next five years. And thirty-six percent believe Pakistan is progressing toward a genuine digital future, with thirty-five percent already seeing e-governance platforms improve service delivery in their daily lives.

These numbers reflect something profound. Hope in a governance context is not passive sentiment, it is an active signal that citizens believe improvement is possible, that the conditions for change exist, and that their investment in the country's future still makes sense. In many nations where institutional trust has collapsed, hope collapses with it. In Pakistan, the two have decoupled and that decoupling is a national asset.

What Citizens Are Saying

When Pakistanis express hope about the future while acknowledging concerns about the present, they are not being contradictory. They are being precise. They are distinguishing between the current performance of institutions and the potential of those institutions. They see what digital governance has already delivered NADRA's identity infrastructure reaching 98% public awareness, SBP's digital financial architecture modernizing the economy, Punjab's land record digitization removing friction from a process that once took weeks. These are not small achievements. They are proof points that the Pakistani state, when focused and well-designed, can deliver at scale.

Citizens are essentially saying: we know it can be done, because we have seen it done. That is a far more powerful foundation for reform than a population that has abandoned belief entirely.

The Strength of Personal Trust

Pakistan's social fabric also reveals a quiet resilience. Sixty-three percent of Pakistanis express high trust in people they personally know a figure that reflects the strength of community bonds, family networks, and social solidarity that have long held Pakistani society together through difficult periods. This deep interpersonal trust is not a weakness in the governance picture; it is a reservoir of social capital that, when channelled effectively through credible institutions, can become the foundation for broader public confidence.

The aspiration is already there. People who trust their neighbors are people who understand what trust feels like, and who want to extend that feeling to the institutions that serve them.

The Digital Generation and What They Expect

Pakistan's youth are a particular source of forward momentum. Growing up with mobile services, digital payments, and instant access to information, young Pakistanis have experienced first-hand what efficient, frictionless systems look like. Their hope is not abstract it is benchmarked against real experiences of technology working in their lives. This patience, paired with clear expectations, is precisely the environment in which genuine reform can take root.

The Policy Opportunity

What the Hope vs. Trust gap really reveals is an open window. Citizens are ahead of institutions in their willingness to trust a better future. They are waiting for institutions to catch up, not through promises, but through performance. Thirty-six percent see digital governance as already working. Thirty-one percent believe Pakistan's global standing will rise. The question is not whether citizens will support reform; the data suggests they will. The question is whether institutions will move decisively enough to meet that readiness.

Every complaint mechanism that works, every piece of public data that gets published on time, every law applied consistently regardless of who is involved — each of these converts a unit of hope into a unit of trust. And trust, once built on evidence rather than expectation, is durable in a way that hope alone cannot be.

Hope as a Governance Resource

The Pakistan Transparency Report 2026 could have told a straightforward story of institutional failure. Instead, it tells a more interesting and more useful one: a country where the gap between performance and potential is large, but where the public appetite for closing that gap remains remarkably alive. Thirty-five percent hopeful in the face of documented challenges is not a discouraging number it is a mandate. It says that if institutions deliver, citizens will respond. If digital services expand, people will engage. If laws are applied fairly, trust will follow.

Pakistan does not need to solve every governance problem at once. It needs to move visibly in the right direction and let the hope that already exists do the rest.

ACRONYMS AND ABBREVIATIONS

ADR	Alternative Dispute Resolution
AEDB	Alternative Energy Development Board
AGP	Auditor General of Pakistan
AI	Artificial Intelligence
AJK	Azad Jammu & Kashmir
BMP	Banking Mohtasib Pakistan
CAA	Civil Aviation Authority
CCP	Competition Commission of Pakistan
CGA	Controller General of Accounts
CEO	Chief Executive Officer
CPI	Corruption Perceptions Index
DAGP	Department of the Auditor General of Pakistan
DRAP	Drug Regulatory Authority of Pakistan
EU	European Union
FBR	Federal Board of Revenue
FIA	Federal Investigation Agency
FTO	Federal Tax Ombudsman
GDP	Gross Domestic Product
HEC	Higher Education Commission
IMF	International Monetary Fund
KP	Khyber Pakhtunkhwa
MA / MSc	Master of Arts / Master of Science
NAB	National Accountability Bureau
NADRA	National Database and Registration Authority
NAVTTC	National Vocational and Technical Training Commission

NDMA	National Disaster Management Authority
NEPRA	National Electric Power Regulatory Authority
OECD	Organisation for Economic Co-operation and Development
OGRA	Oil and Gas Regulatory Authority
PAC	Public Accounts Committee
PECA	Prevention of Electronic Crimes Act
PEMRA	Pakistan Electronic Media Regulatory Authority
PhD	Doctor of Philosophy
PPRA	Public Procurement Regulatory Authority
PTA	Pakistan Telecommunication Authority
RTI	Right to Information
SBP	State Bank of Pakistan
SECP	Securities and Exchange Commission of Pakistan
SIFC	Special Investment Facilitation Council
SMEs	Small and Medium-sized Enterprises
TARL	Transparency, Accountability, Rule of Law, and Legitimacy
TDAP	Trade Development Authority of Pakistan
UNCAC	United Nations Convention against Corruption
UNODC	United Nations Office on Drugs and Crime
USD	United States Dollar
WEF	World Economic Forum
WGI	Worldwide Governance Indicators
WJP	World Justice Project
WMS	Wafaqi Mohtasib Secretariat (Federal Ombudsman)

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